

USEPA Region 7

Strategic Plan

2004 - 2008

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REGIONAL PLAN 2004-2008

Executive Summary Outline

Goal 1.: Clean Air

Objective 1.1: Healthier Outdoor Air

Subobjective 1.1.1: More People Breathing Cleaner Air

- Activity 1: 8 Hour Ozone NAAQS
- Activity 2: Fine Particulate Matter NAAQS
- Activity 3: Regional Haze
- Activity 4: Lead NAAQS
- Activity 5: So₂ NAAQS
- Activity 6: Co NAAQS
- Activity 7: No_x NAAQS
- Activity 8: Permitting
- Activity 9: Ambient Air Monitoring

Subobjective 1.1.2: Reduce Risk from Toxic Air Pollutants

- Activity 1: Revised NATA
- Activity 2: Urban air toxics strategy
- Activity 3: MACT standards
- Activity 4: Asbestos & MAP

Objective 1.2: Healthier Indoor Air

- Activity 1: Radon
- Activity 2: Improve Indoor Air Quality (IAQ) Programs
- Activity 3: Asthma & ETS campaign
- Activity 4: Tools for Schools (TfS)

Objective 1.3: Protect the Ozone Layer

- Activity 1: Restore Ozone Layer

Objective 1.4: Radiation

Subobjective 1.4.1: Enhance Radiation Protection

- Activity 1: Regional Radiation Safety Program
- Activity 2: Remediation and decommissioning at NCP, DOE and DOD

Subobjective 1.4.2: Maintain Emergency Response Readiness

- Activity 1: Radiation response exercises
- Activity 2: Radiation emergency training
- Activity 3: Radiation Homeland Security activities (RICT, COOP, & ERAM)

Objective 1.5: Reduce Greenhouse Gas Intensity

- Activity 1: Energy Star & Energy efficiency
- Activity 2: LMOP and AgStar methane reduction
- Activity 3: Alternative Transportation

Objective 1.6.1: Science to Support Air Programs

- Activity 1: St. Louis air toxic trend site
- Activity 2: Air toxics monitoring projects
- Activity 3: Analytical services for regional air toxics monitoring projects

Goal 2: Clean and Safe Water**Objective 2.1: Protect Human Health****Subobjective 2.1.1: Water Safe to Drink**

- Activity 1: Standards for % of community water systems (SRF)
- Activity 2: Standards for +% of community water systems (SRF)
- Activity 3: Standards for ++% of community water systems (SRF)
- Activity 4: Standards for +++% of community water systems (SRF)
- Activity 5: Standards for Tribal community water systems
- Activity 6: Source water contamination
- Activity 7: Home access to safe drinking water on Tribal lands
- Activity 8: Drinking water & waste water vulnerability assessments

Subobjective 2.1.2: Fish and Shellfish Safe to Eat

- Activity 1: Water & sediment improvement

Subobjective 2.1.3: Water Safe for Swimming

- Activity 1: Recreational waters and waterborne diseases

Objective 2.2: Protect Water Quality**Subobjective 2.2.1: Improve Water Quality Via Watersheds**

- Activity 1: Protect and restore at watershed scale
- Activity 2: Water quality monitoring programs
- Activity 3: TMDLs
- Activity 4: Management Plans for Mississippi & Missouri rivers
- Activity 5: WQS to protect high quality waters
- Activity 6: Protect & restore from NPS pollution
- Activity 7: NPDES permits
- Activity 8: Increase SRF utilization

Subobjective 2.2.2: Improve Coastal and Oceans Waters

- Region 7 does not have Coastal or Ocean waters

GOAL 3: PRESERVE AND RESTORE THE LAND

Objective 3.1: Preserve Land

Subobjective 3.1.1: Reduce Waste Generation and Increase Recycling

- Activity 1: Source reduction, re-use, and recycling
- Activity 2: Support States and Tribes in MSWL permit programs

Subobjective 3.1.2: Manage Hazardous Wastes and Petroleum Products Properly

- Activity 1: RCRA Facilities permit issuance
- Activity 2: Update controls for preventing releases at permitted facilities
- Activity 3: Reduce hazardous waste combustion facility emissions
- Activity 4: Increase number of UST facilities in compliance
- Activity 5: Minimize the number of confirmed releases at UST facilities

Objective 3.2: Restore Land

Subobjective 3.2.1: Prepare for and Respond to Accidental and Intentional Releases

- Activity 1: Improve Agency's emergency preparedness capability
- Activity 2: Respond to hazardous substance releases and oil spills
- Activity 3: Inspecting, conducting exercises at oil facilities

Subobjective 3.2.2: Clean Up and Reuse Contaminated Land

- Activity 1: Perform health and environmental site assessments
- Activity 2: Control identified human exposures from site contamination
- Activity 3: Control migration of contaminated groundwater
- Activity 4: Select final remedies at RCRA and Superfund sites
- Activity 5: Reduce backlog of UST, RCRA, and Superfund sites
- Activity 6: High priority lead (Pb) sites

Subobjective 3.2.3: Maximize PRP Participation at Superfund Sites

- Activity 1: Evaluate companies' ability to pay & strengthen claims

Objective 3.3: Science & Research

Subobjective 3.3.1: Conduct Research to Support Land Activities

- Activity 1: Support technology and development projects addressing lead (Pb) issues

Subobjective 3.3.2: Provide Science to Preserve and Remediate Land

- Activity 1: WMD national & regional lab listing
- Activity 2: Cost-effective, practical, innovative technologies

Goal 4: Healthy Communities and Ecosystems

Objective 4.1: Reduce Risks to Human Health via Exposure to Chemicals, Organisms and Pesticides

Subobjective 4.1.1: Pesticide, FIFRA/FQPA/ESA

- Activity 1: Implement FIFRA, FQPA, and Endangered Species Act
- Activity 2: Protection of ground & surface water from pesticides
- Activity 3: FIFRA environmental data quality
- Activity 4: Tribal pesticide programs
- Activity 5: Develop network between Biotechnology partners
- Activity 6: Technical assistance outreach

Subobjective 4.1.2: Pesticide Health and Safety Standards

- Activity 1: State/tribal worker protection standards
- Activity 2: Advise OPP regarding re-registration decisions
- Activity 3: Liaison between state and OPP re Section 18s
- Activity 4: Assist states with antimicrobial samples & enforcement

Subobjective 4.1.3: Chemical and Biological Risks

- Activity 1: Education & outreach on lead-based paints
- Activity 2: Tribal lead activities
- Activity 3: Conduct Risk Assessments
- Activity 4: Reduce PCB in commerce
- Activity 5: Decrease releases of pesticides & PBT on the TRI

Subobjective 4.1.4: Facility Risk Reduction

- Activity 1: Reduce risk of releases of hazardous chemicals
- Activity 2: Work with LPCs to reduce risk in communities

Objective 4.2: Community Health

Subobjective 4.2.1: Sustain Community Health

- Activity 1: Build community capacity through CBEP grants
- Activity 2: Develop regional capacity to create cross-media approach
- Activity 3: Integrate Smart Growth and sustainability into programs
- Activity 4: Respond to EJ concerns

Subobjective 4.2.2: Restore Community Health

- Activity 1: Targeting inspection & enforcement in EJ communities
- Activity 2: Public participation in EJ communities
- Activity 3: EJ staff training
- Activity 4: Federal/state/tribal coordination on EJ
- Activity 5: EJ assessment tools
- Activity 6: EJ grants, outreach, training

Subobjective 4.2.3: Brownfields

Activity 1: Partnership with State response programs, communities, and other organizations.

Objective 4.3: Ecosystems

Subobjective 4.3.1: Ecosystem Scale Protection and Restoration

Activity 1: Identification and Assessment of Critical Ecosystems
Activity 2: Identification of current activities and needs
Activity 3: Development of analytical tools
Activity 4: Development of new indicators

Subobjective 4.3.2: Wetlands

Activity 1: Section 404/Wetland Protection Permits

Subobjective 4.3.5: Gulf of Mexico

Activity 1: Reduce hypoxia impacts to the Gulf

Goal 5: Compliance and Environmental Stewardship

Objective 5.1: Improve Compliance

Subobjective 5.1.1: Compliance Assistance

Activity 1: Outreach & info to regulated community
Activity 2: Partnerships with states re compliance assistance

Subobjective 5.1.2: Compliance Incentives

Activity 1: Promote OECA's compliance incentive policies
Activity 2: Promote self-disclosure

Subobjective 5.1.3: Monitoring and Enforcement

Activity 1: Focus on worst problems, esp. EJ & child health
Activity 2: Credible deterrent to non-compliance
Activity 3: National & regional enforcement priorities
Activity 4: Effective Partnerships
Activity 5: QA of data & reporting systems

Objective 5.2: Improve Environmental Performance Through Pollution Prevention, Innovation and Analysis

Subobjective 5.2.1: Pollution Prevention by Government & the Public

Activity 1: Regional EMS
Activity 2: Develop Outreach Advocacy Program to other Feds
Activity 3: RCRA 6002 & Fed use of recycled materials
Activity 4: P2 partnerships with Fed facilities

- Activity 5: Review EISs
- Activity 6: Inter-agency planning
- Activity 7: Inputs to Regional Critical Ecosystem priority
- Activity 8: Develop NEPA documents for regional actions
- Activity 9: Acquisition and use of environmentally preferred products
- Activity 10: Reduce TRI releases & offsite transfers of toxic chemicals
- Activity 11: Reduce water & energy consumption in Regional Office

Subobjective 5.2.2: Pollution Prevention and Promote Environmental Stewardship by Business

- Activity 1: Develop regional goals with P2 Roundtable partners
- Activity 2: Plans for TRI reduction

Subobjective 5.2.3: Business and Community Innovation

- Activity 1: Regional priorities for Sector Initiative
- Activity 2: Outreach for partnership with small business community
- Activity 3: Performance Track
- Activity 4: State P2

Subobjective 5.2.4: Environmental Policy Innovation

- Activity 1: Evaluate Regional Innovation projects
- Activity 2: Regional system changes
- Activity 3: Scale up of innovation projects
- Activity 4: Implement new innovation projects

Objective 5.3: Build Tribal Capacity

- Activity 1: Develop EPA assessment on tribal environ. conditions
- Activity 2: Assist Tribes in setting environ. priorities
- Activity 3: Identify the nature of air quality on Indian Reservations
- Activity 4: Water Quality planning & management of drinking water fac.
- Activity 5: Helping Tribes effectively manage Drinking Water Program
- Activity 6: Technical assistance
- Activity 7: R7 workgroup for Tribal Guidance/Policy Development
- Activity 8: Hazardous waste management capacity building grants
- Activity 9: Enhance Government-to-Government relations
- Activity 10: Joint strategic planning & regulatory decision making
- Activity 11: Build Tribal capacity for monitoring, enforcement, etc...
- Activity 12: Tribal Information Management System

Objective 5.4: Enhance Science and Research

Subobjective 5.4.1: Strengthen Science

Subobjective 5.4.2: Conducting Research

- Activity 1: Multi-Year Research Plans

Activity 2: Provide science-based support for Tribes

Narrative

The Region 7 Strategic Plan mirrors the national EPA plan in that it utilizes the same structure for Goals, Objectives, and Sub-objectives. Thus, this plan can be called “strategic” only insofar as the national plan represents a strategy. The activities and measures are specific to the region, and reflect the region’s share of the national Goals, Objectives and Sub-objectives.

As noted in Chapter I, we have chosen three priorities which act as foci to inform our environmental work:

1. Agriculture
2. Sensitive Populations (Children, pregnant women, elderly, etc.)
3. Critical Ecosystem Protection

You will note that in Chapter II, in the tables which depict the work of the plan, there are columns to the right wherein each activity can be identified as contributing to one or more of the priorities. A key strategy in achieving the desired results is the development of strong mutual partnerships with all of the constituent members of each group. This is particularly true in Agriculture where different parties may have different objectives. Through collaboration rather than confrontation we move the agenda forward and achieve measurable environmental results.

A key to making this, and any strategy work, is the human resource. Recognizing this, we have chosen to include in Chapter III the Region 7 Human Capital Strategy as part of the plan. It cuts across all that we do and represents an area in which we have justifiable pride. It also mirrors the national EPA Human Capital Strategy and represents the Region 7 contribution to the national effort.

Chapter IV, Accountability, describes the manner in which the plan will act as a tool in managing for environmental results. We intend that the regional leadership hold itself accountable to one another as well as to both internal and external stakeholders. We will utilize public hearings to measure the extent we achieve the objectives of the plan, and then to determine how well these results have actually improved the environment and human health of the region.

Chapter V is a brief overview of the relationships among the environmental partners in region 7. Suffice to say that we believe these partnerships to be the most fruitful of any region in the country.

CHAPTER I

Regional Overview

“An Introduction to America’s Heartland”

Regional Characteristics

Region 7 is America’s Heartland. It encompasses 286,000 square miles covering the states of Iowa, Kansas, Missouri, and Nebraska. Also, there are nine federally recognized tribes. Seven reside on reservations: Iowa, Kickapoo, Omaha, Potawatomi, Sac & Fox, Santee Sioux, and Winnebago. The Meskwaki also reside in the region, but on a Settlement. The Ponca reside on tribally owned land dispersed throughout four communities in Nebraska.

The Regional topography varies from the arid high plains region of western Kansas and Nebraska to the forested, sharp hills of the Ozark plateau in Missouri, from the gently rolling cornbelt of Iowa to the Mississippi River floodplain lowlands of eastern Missouri. At the last USDA Census (1997) the four states accounted for 302,699 farms covering 151,607,569 acres, and lead the nation in the production of corn and wheat. They also produce a significant share of the soybeans, grain sorghum, cattle, and hogs that are supplied annually to American and foreign markets.

Though the landscape is dominated by agriculturally-related environmental challenges, the Region is not without its urban issues. Over half (56%) of the population of 12.9 million live within several metropolitan areas which include St. Louis, Kansas City, Omaha, Des Moines and Wichita. The metropolitan areas have traditional environmental challenges associated with urban centers: industry, municipal services, transportation, urban sprawl, air attainment, and energy production. In addition, the Region contains hundreds of small, communities with populations below 5,000 (90% of the communities in Nebraska are under 2,500). Thus there are the accompanying issues of declining tax bases and old infrastructures, limited access to health care, contamination of private water wells, lead mining contamination, and attaining clean water standards for water treatment and water supply systems.

Strategy Rationale

To protect the environment and human health we have identified three separate but related foci which provide the bases for decisions regarding the allocation and deployment of our resources. These themes are:

- Agriculture
- Critical Ecosystem Protection
- Sensitive Populations

Each supports the five national goals while addressing the regional characterization of those goals. This tripartite approach permits us to use the synergies derived from recombining the individual goals as we apply them to the three priorities. Wherever a “goal-based” activity depicted in Section II contributes to one of our themes, it is noted. (Many of these activities are

simultaneously included in the operating plans for each of the three priorities.) The environmental and human health impacts addressed in these three priorities follows.

Agriculture

Agriculture depends on air, water and land, requiring an integrated approach to protection of human health and the environment. The agriculture priority focuses on improvements to air, water, and land through implementation of environmental programs, developing partnerships, and implementing regulatory and non-regulatory solutions to environmental problems related to agriculture operations in Region 7. A focus on agriculture is important because it comprises the predominant land use within Region 7. In Region 7 there are more than 300,000 producers. Soybeans and cattle rank among the top five agriculture commodities for all four states in Region 7. Actions by the agriculture community and the management decisions they make everyday impact the environment. In Region 7 we are working closely with agriculture and environmental partners to promote environmental results that make sense. Region 7 has the opportunity to “lead the way” nationally in integrating agricultural and environmental issues across programs and build strong working relationships with the agriculture community to achieve measurable environmental results.

The Region 7 Agriculture Framework was developed to guide the Region’s long-term agriculture focus. The framework is structured around four guiding principles: environmental improvement, relationships and partnerships, knowledge and understanding, and internal process management. The framework serves as a “call to action” to Region 7 staff and a guide for conducting program work related to agricultural operations.

Two primary areas of focus are building stronger relationships and partnerships and integrating agricultural and environmental issues across programs. Extensive partnership building has occurred between regional staff and the agriculture community on water program issues such as water quality standards, impaired waters list decisions, pesticides, and concentrated animal feeding operations (CAFO) regulation outreach. These efforts are being expanded into other program areas such as air, pollution prevention programs, and cleanup programs. Integrating agricultural and environmental issues across programs is an ongoing effort. Examples of integration efforts include focusing applicable air, water, prevention, enforcement and/or compliance assistance activities in areas with watershed initiative grants. A revamped agriculture team, carrying forward efforts of the framework team, will be focused on exchanging program information and serving as advocates supporting the agriculture priority within program areas. These team members and ultimately all staff will: lead efforts in their program areas to consider impacts of program activities on agriculture operations, communicate with the agriculture community on program activities, seek opportunities to work across program areas on issues impacting agriculture, obtain input from the agriculture community, participate in education and outreach opportunities, and represent the Region at meetings/conferences. These activities are integral to developing stronger relationships and partnerships with the agriculture community and ultimately achieving measurable environmental and human health protection.

Measurable goals will address areas such as protection and restoration of water quality at the watershed scale through attaining water quality standards, improving worker protection through inspections and training, compliance with permitting requirements, and effectiveness of best management practices to reduce non-point source pollution. Working in partnership with agriculture and environmental partners will result in environmental results such as protecting high quality waters and achieving fishable and swimmable uses, reducing runoff, restoring habitat, and safer food supplies.

Critical Ecosystem Protection

Critical Ecosystem Protection focuses on the protection and/or restoration of ecosystems in Region 7 that are critical to bio-diversity, human quality of life, and/or landscape function. The mission of critical ecosystem protection in Region 7 is being accomplished simultaneously through two broad approaches that are integral to each other: ecological assessment, and step-by-step implementation in the core programs. Staff from each of the programs (and strategic goals) act as the planning and implementation team.

The regional ecosystem assessment approach began with the characterization of the ecological diversity of the region by eco-region subsection. The preliminary products of this assessment include a four-volume baseline characterization of regional resources and a critical resources map both of which are available on the intranet. The map has been used for prioritization of work in some program areas, and it gives all program staff the ability to obtain the significant ecological parameters of any region in which they are working. Ecosystem/ecoregion-specific sets of indicators are now being developed to more accurately assess and track trends in the region's ecological health. We are also refining the initial critical ecosystems map by working with state and local partners to set conservation targets and calculate irreplaceability for each initially identified patch.

The program implementation approach began with the identification of current activities in ecosystem protection in a sampling of branches across regional programs. Utilizing an iterative approach, the implementation will continue with the identification of additional opportunities in ecosystem protection which will become commitments for 2005 operating plans. The critical ecosystems team is prepared to facilitate action by branches on identified ecosystem protection opportunities, deemed "pilot projects", through technical consultation with ecological assessment and risk-assessment staff, provision of program specific training in addition to an Ecology 101 course, and the development of web-based analytical applications designed to facilitate ecological decision-making and tracking. This information will also be used in enforcement targeting and possibly for the development of SEPs.

Sensitive Populations

The focus of the Sensitive Populations priority is to measurably reduce the environmental health risks to children, older adults and people with chronic illnesses.¹ To enhance internal communication and coordination the Region established a Sensitive Populations Team which ensures effective channeling of resources for maximum environmental and health benefits. By developing multi-program and multi-agency approaches working in partnership with State, Tribal and local governments as well as citizen groups and not-for-profit agencies we will address the areas of concern.

Protection of sensitive populations is an integral part of our mission and is woven throughout our daily work. The Region relies heavily on the programmatic work of the divisions to address environmentally related health concerns and target our efforts. The following programs supporting the Sensitive Populations Theme.

Most air program activities strongly support the Sensitive Populations priority through our work on ambient air quality (smog, PM, lead) and indoor air (asthma, Tools for Schools), which directly impact sensitive populations. We pursue the quantifiable reduction of ozone, fine particulate matter, regional haze and lead as documented by ambient air monitoring results. Through an interagency agreement with the Department of Health and Human Services, we will compare environmental air pollutants with asthma prevalence rates in Missouri and other states in Region 7 as time and funding allow. We coordinate the Region 7 Schools Work Group through the indoor air program on distribution of the Tools for Schools program and asthma issues, the pollution prevention team's Energy Star program and the Air Planning and Development group's "Clean School Bus USA" program.

Protection of water sources has a strong connection to Sensitive Populations priority. This is expressed by protecting ground water and setting drinking water standards. We are particularly concerned with Integrated Pest Management outreach and training to the schools and pesticides educational outreach to migrant farm workers. We will monitor progress through close coordination with the Environmental Justice program and the Pesticides Branch of the Water, Wetlands and Pesticides Division.

Work related to the reduction of lead poisoning is reflected in lead contamination cleanup, risk assessments at Superfund and RCRA sites, and ground water protection at Superfund sites. The Superfund program is cleaning up lead in soil and water at twelve sites resulting in reduced blood lead poisoning in children. The Air, RCRA and Toxics Division is providing oversight of hazardous waste sites undergoing RCRA corrective action or closure resulting in the development of lead cleanup standards and removal and remediation of lead contaminated soil. Mercury spills at educational facilities are also of concern.

¹We are defining children as those under the age of twenty-one, with particular emphasis on fetuses to age eight. We are defining older adults as those over the age of sixty-five, with particular emphasis on the fragile elderly, those eighty-five years and older. We are defining chronic illnesses as those which affect the lung, liver, kidneys and immune systems. Chronic illnesses have ongoing symptoms which affect the quality of life such as lead and mercury poisoning, asthma, Chronic Obstructive Pulmonary Disease, lung cancer, childhood leukemia, diabetes and AIDS.

Sensitive populations are reflected in activities such as reduced exposure to lead-based paint, reduction of PBTs and PCBs, worker protection standards, risk management plans, risk assessments, environmental justice, and homeland security. We coordinate closely with the Community Based Environmental Protection, the Environmental Justice and the Environmental Education programs. We will continue working with the risk assessors to define the particular contaminants of concern to sensitive populations. We will then compare monitored releases of these chemicals with asthma prevalence information to determine health impacts and collect baseline data for continued monitoring of chemical reductions and correlated public health improvements.

The Superfund program in Region 7 is currently addressing a number lead problems which have direct impacts on children's health. The program is currently remediating sites in Omaha, NE; Cherokee County, KS; Jasper County, MO; Madison County, MO; Newton County, MO; St Francois County, MO; and Herculaneum, MO where lead contamination has caused elevated blood lead levels in children, which cause central nervous system damage and interferes with mental development. The sources of lead contamination in Region 7 include current and former lead smelters, and active and historic lead mining among others. To date, the Superfund program has removed lead contaminated yard soils from approximately 4000 properties and stabilized mine waste on hundreds of acres of lands devastated by past mining practices. The Missouri Department of Natural Resources and EPA estimate that there are 150 additional mining or smelting in Missouri that still need to be investigated and the Region anticipates many more residential and mine land cleanups in the future.

Chapter II

Goals 1 - 5

National Program Manager Priorities

RHR= Reducing Health Risks
WB= Making Existing Programs Work Better
CC= Climate Change
TDF= Toxic Durable Fibers
HIA= Healthier Indoor Air
HS= Homeland Security
NRMN= National Radiation Monitoring Network

Regional Priorities

AG= Agriculture
SP= Sensitive Populations
CE= Critical Ecosystems

~ 04/05/04 Final~

Goal 1: CLEAN AIR AND GLOBAL CLIMATE CHANGE

Objective 1.1: HEALTHIER OUTDOOR AIR

Subobjective 1.1.1: MORE PEOPLE BREATHING CLEANER AIR- By 2010, 2.6 million people in St. Louis will breathe healthier outdoor air.

Current Status:

Since 1970, the U.S. EPA has made significant progress in making the air cleaner during a period of significant economic growth. Yet despite the progress achieved, EPA continues to address the persistent and remaining air quality problems in the nation. To meet this challenge and better protect public health and the environment, in 1997, the EPA revised that National Ambient Air Quality Standards (NAAQS) for ozone and particulate matter. For Region 7, the significance of these national regulatory programs is especially important for St. Louis, as a non-attainment area for both the fine particulate standard and the 8-hour ozone standard.

R7 is focused on redesignating the two lead non-attainment areas into attainment, one in 2004 and one in 2005. Region 7 will also continue to work with the states and tribes to maintain air quality standards for sulfur dioxide, carbon monoxide, and nitrogen dioxide.

Region 7 will also continue to provide technical assistance and support the Central States Regional Air Partnership (CENRAP). CENRAP works to address regional haze, a national program designed to address improvements in air quality in national parks and wilderness areas.

Region 7 states and local agencies, with assistance from EPA, implement permitting programs to ensure that stationary sources are constructed and operated to attain and maintain the NAAQS. These permitting programs include new source review (particularly, Prevention of Significant Deterioration (PSD)), SIP approved operating permits, Title V operating permits, and preconstruction review of major hazardous air pollutants (HAPs). All four states and two local agencies in Region 7 are implementing approved Title V operating permit programs and have adopted section 112(g) regulations and will be

implementing the modification section of Title III.

Current Trends:

Nationally, the U.S. EPA seeks to improve air quality to healthy levels for sixty percent of the people who live in areas not meeting new national standards for 8-hour ozone in 2001 and for thirty-nine percent of people who live in areas where the air does not meet the fine-particulate matter standard. In order to meet this national performance goal, Region 7 anticipates contributing to the national strategic targets for stationary sources. The strategic targets are (1) reducing emissions of sulfur dioxide by 6.7 million tons from the 2000 level of 11.2 million tons by 2010; and (2) by 2008, reducing nitrogen dioxide emissions by 3 million tons from 2000 levels of 5.1 million tons.

However, contributing to the national goal of stationary sources is only one piece of the puzzle, Region 7 will also follow the development of national initiatives for mobile sources and contribute to the national goal of (1) reducing mobile-source emissions of nitrogen dioxide by 3.4 million tons from the 2000 level; (2) reducing volatile organic compounds by 1.7 million tons from 2000 level; and (3) reducing fine particles by 122,400 tons from 2000 levels.

Strategy Highlights:

Because air quality is a national problem with significant local impacts, Region 7 foresees that the balance between national and local measures will successfully bring St. Louis into attainment for the 8-hour ozone and fine particulate matter standards. It is the region's expectation to continue the collaborations with state and local partners and to provide assistance for emission inventories, modeling, permitting, and monitoring. Effective and quality partnerships with states, metropolitan planning organizations and local agencies are critical in this endeavor. Using the one-atmosphere approach, control strategies will be optimized to gain the broadest benefit, which is especially important for sensitive populations, a regional priority, and the states can leverage resources to obtain synergistic public health and environmental benefits otherwise not achievable through single-pollutant approaches. The one-atmosphere approach can also assist in programs working together and avoid duplication of effort.

In addition to the one-atmosphere approach, a key principle to attain the goal of more people breathing cleaner air is to build meaningful partnerships with tribes and communities through outreach and collaboration. Rather than relying solely on regulatory programs and timelines, the goal of cleaner air can be reached by developing effective voluntary programs with communities. Whether in the form of diesel retrofits or cleaner burning fuels, communities make the choice to implement change and improve their air quality quicker than the regulatory approach.

Finding the balance between the national regulatory programs and state and local initiatives will also assist Region 7 in strategically addressing the regional priorities of sensitive populations and agriculture because the new standards and related activities will impact these priorities in the form of new national, state, and local regulations.

Recently, the air planning program has embarked on endeavor informally called the "beyond attainment" strategy which we believe moves us towards this balance. Through this strategy, we are working pro-actively with all factions of our communities to seek greater air quality improvements (than required by law) and to seek these improvements earlier (than

required by law). This strategy is being used in our major metropolitan areas like St. Louis and Kansas City. In these areas, activities like co-sponsored fuels summits and community “Clean Air Action Plans” provide forums for the community to gather, strategize and implement plans to improve air quality at the earliest possible opportunity. We are also working with our smaller metropolitan areas like Springfield, Missouri and Des Moines, Iowa to improve education and outreach to local corporations and communities so that they understand the air quality implications of certain activities and so that they can plan accordingly. We are investing heavily in this strategy and believe that it will pay great dividends over the long run not only in terms of air quality improvements but also in terms of building relationships with our communities.

Region 7 expects that its efforts will improve the quality of construction and operating permits issued in the Region and result in reduced emissions. Emission reductions attributable to the NSR program will be tracked and reported. Region 7 expects that its efforts will increase enforceability of permits, ensure that states take timely and appropriate enforcement actions for permit violations and violations discovered through compliance certifications. In addition, the following long-term goals will be supported: (1) using enforcement tools to deter future violations, return violators to compliance, and to restore and remediate places; (2) using enforcement and compliance assurance authorities to deliver protection under Federal environmental laws to ensure that all populations, regardless of race, color, national origin, and income live in clean and sustainable communities; (3) maintaining and enhancing strong working relationships with Federal, tribal, state, and local governments and with other countries.

Major Challenges:

Region 7 is uniquely situated in the middle of our nation and in the middle of our nation’s agricultural belt. In fact, it has been said that Region 7 has a number of urban “islands” isolated by a “sea” of agriculture. Along with this unique geographical location, comes a number of unique air quality problems. Field tilling, wind erosion, fertilizer application, fertilizer production, ethanol production, land application of animal wastes, waste to energy processes for animal waste, confined animal feeding operations, charcoal production, pesticide production and prescribed burning all play a role in the air quality issues of this Region. In addition, petroleum refineries, automobile manufacturers, lead smelters, pharmaceutical plants, and aerospace manufacturing are typical contributors to air quality in our urban centers. As we address the following national air quality issues, we remain sensitive to the above factors.

Following designations in 2004, there will be a significant effort to work with states and tribes to develop plans to attain and maintain these new standards. It is essential for Region 7 to provide leadership to CENRAP who is behind on their schedule for regional haze planning. CENRAP’s work will assist in the effort to find common linkages among pollutants and help in the development of effective control strategies to attain the NAAQS. Also, the future attainment status of the Kansas City metropolitan region is uncertain. Kansas City has monitored attainment of the 8-hour ozone NAAQS for the 2001-2003 period. Despite the attainment status of Kansas City, the region may still face a violation of the standard in the coming years and may need to plan for how the region would address.

In order to meet the national goals for stationary sources, Region 7 will need to further explore how emissions from large stationary sources contribute to the ozone and fine particulate nonattainment areas and how mercury emissions from stationary sources impact human health and the local environment. This is a major challenge for the region.

Working with the states to address emissions growth is another challenge in meeting the national and regional goal of attainment of 8-hour ozone and fine-particulate matter standards. In addition, administratively, Region 7 states have yet to complete issuance of initial Title V permits. Implementation of new transport rule and mercury standards and improvement of the New Source Review program continue to be an issue of national and regional importance, and Region 7 must carefully follow the progress and accurately apply the new rules to regional issues.

Of particular concern is the PSD program which requires facilities to receive a preconstruction permit prior to the constructing or modifying a major stationary source. Several large green field plants are proposing construction in Region 7 over the next several years. The types of facilities proposed to be constructed include new electric generating units, portland cement plants, and plants that produce high calcium lime, limestone, and other calcium-based chemicals (lime). Issues associated with the construction of these facilities include, determining best available control technology (BACT), protecting the NAAQS, and monitoring the PSD increment consumption.

In addition, States are required to issue HAP preconstruction permits pursuant to Section 112(g) of the Act. Section 112(g) requires MACT-level control of air toxics when a new major source of HAP is constructed or reconstructed. The permitting authority, the states, must determine MACT for the facility on a case-by-case basis when EPA has not yet issued a relevant MACT standard. This may be of particular concern when reviewing applications for the construction of coal-fired electric generating units with the potential to emit major source quantities of mercury. Region 7 will work with the permitting agencies to determine what constitutes MACT for these facilities.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
Subobjective 1.1.1: MORE PEOPLE BREATHING CLEANER AIR									

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
1	<p>8-Hour Ozone NAAQS</p> <p>By April of 2004, EPA will designate 8-hour ozone nonattainment areas.</p> <p>By 2007, Missouri will submit State Implementation Plans to address the nonattainment areas for the 8-Hour ozone standard.</p> <p>By 2010, 2.6 million people in St. Louis will breathe healthier air which is in compliance with the 8 hour ozone standard.</p>		<ul style="list-style-type: none"> Region 7 will ensure access is provided to at least one emission inventory workshop per year Region 7 will ensure access is provided to at least one modeling workshop per year. Region 7 will provide at least one technical product in support of the St. Louis control strategy development. Region 7 will review all technical products submitted by the state and provide comments within 45 days. Region 7 will assist Missouri in developing approvable emission reduction rules which address the 8-hour ozone standard and to submit those rules no later than April 2007. Region 7 will increase participation on the Best Workplaces for Commuters program in St. Louis and Kansas City by 50% (6 new companies) by the end of 2006. Region 7 will secure at least 2 diesel retrofit projects in St. Louis by the end of 2006. Region 7 will participate in at least 10 ozone outreach events (total) in either Kansas City or St. Louis Region 7 will secure at least 2 diesel retrofit projects in Kansas City or St. Louis by the end of 2006. Region 7 will ensure that Kansas and Missouri have effective tools to evaluate ozone formation in Kansas City. 	X	X			X	

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
2	<p><u>Fine Particulate Matter NAAQS</u></p> <p>Contribute to national goal -- by 2010, improve air quality to healthy levels for 39% who live in areas not meeting the fine-particulate matter NAAQS in 2001</p> <p>By December of 2004, EPA will designate St. Louis as a PM 2.5 nonattainment area.</p> <p>By 2007, Missouri will submit a State Implementation Plans to address the St. Louis nonattainment area for the P.M. 2.5.</p> <p>By 2009, St. Louis, Missouri will attain the P.M. 2.5 standard which will mean that 2.6 million people will breathe cleaner air.</p>		<ul style="list-style-type: none"> Region 7 will ensure access is provided to at least one emission inventory workshop per year Region 7 will ensure access is provided to at least one modeling workshop per year. Region 7 will provide at least one technical product in support of the St. Louis control strategy development. Region 7 will continue to support its role as the EPA lead technical advisor to the CenRap emissions inventory and modeling workgroups. Region 7 will review all technical products submitted by the state and provide comments within 45 days. -Region 7 will assist Missouri in developing approvable emission reduction rules which address the PM2.5 standard and to submit those rules no later than April 2007. Region 7 will secure at least 2 diesel retrofit projects in Kansas City or St. Louis by the end of 2006. Region 7 will participate in at least 6 PM2.5 outreach events per year (total) in the Region 	X	X		X	X	

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
3	<u>Regional Haze</u> By 2064, the nation will have no anthropogenic visibility impairment. Beginning in 2013. Region 7 states will submit periodic updates and no degradation and rate-of-progress plans every 5 years..		<ul style="list-style-type: none"> Region 7 will provide assistance for states to submit periodic updates and no degradation and rate-of-progress plans every 5 years, beginning in 2013. Region 7 will continue to support its role as the EPA lead technical advisor to the CenRap emissions inventory and modeling workgroups. Region 7 will review all technical products submitted by the state and provide comments within 45 days. Region 7 will work with Region 6 to provide CENRAP with necessary planning and to allow RPO to meet timeline goals. 	X	X			X	
4	<u>Lead NAAQS</u> Region 7 will ensure that 100% of Region attains the lead standard. By 2005, Region 7 will redesignate Glover, Missouri as attainment of the standard. By 2005, Region 7 will redesignate Hercelaneum, MO as attainment.		<ul style="list-style-type: none"> Review all monitoring data for exceedances on a quarterly basis. Region 7 will assist Missouri in the development of a redesignation request for Herculanuem by September 30, 2004. Region 7 will take Federal action on redesignation requests well before the 1 year allotted timeframe. 	X				X	X
5	<u>Sulfur Dioxide (SO2) NAAQS</u> Region 7 will maintain healthful ambient air quality standard for sulfur dioxide.		Region 7 will continue to review all CO monitoring data for exceedances, on a quarterly basis.	X				X	
6	<u>Carbon Monoxide (CO) NAAQS</u> Region 7 will maintain healthful ambient air quality standard for carbon monoxide.		Region 7 will continue to review all CO monitoring data for exceedances, on a quarterly basis.	X				X	
7	<u>Nitrogen Dioxide (Nox) NAAQS</u> Region 7 will maintain healthful ambient air quality standard for nitrogen dioxide.		Region 7 will continue to review all monitoring data for exceedances, on a quarterly basis.	X				X	

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				RHR	WB	CC	AG	SP	EC
8	<p>Permitting Region 7 will work with states, tribes, and local agencies to ensure that new stationary source growth does not interfere with strategies to attain and maintain the NAAQS, and new major sources of HAPs are constructed or reconstructed consistent with Maximum Achievable Control Technology (MACT) and to complete the remaining Title V operating permits, focusing on those things that are the most benefit to the environment.</p> <p>Performance Goal - NSR & Title V</p> <p><input type="checkbox"/> Continue/complete issuance of initial title V permits.</p> <p><input type="checkbox"/> Keep tons of new pollution out of the air as a result of NSR and §112(g) permits issued .</p>	5.1.1 5.1.2	<ul style="list-style-type: none"> Take action on any NSR SIP's submitted in response to revisions to NSR rules Review 100% or a lesser percentage negotiated with headquarters, of PSD and nonattainment permits and quantify the emission reductions in issued permits Quantify the benefits of the NSR program for NSR permits issued Audit one state NSR program (possibly combined with permit program evaluation) Take action to follow up on the recommendations from the IG's report on Title V permit issuance, including performing permit program evaluations Continue to perform fee oversights Continue outreach to the public on the Title V program 		X			X	
9	<p>Ambient Air Criteria Pollutant Monitoring The State/Local agencies will operate effective air monitoring networks</p> <p>Air quality data generated by State/Local agencies will be reliable and meet data quality objectives</p> <p>Areas where there is concern the NAAQS are exceeded will be assessed providing data to support decision-making.</p>		<ul style="list-style-type: none"> Region 7 will provide technical assistance to State/Local agencies to promote sound and effective monitoring systems Region 7 will continue to assist states in implementing the national integrated monitoring strategy. Region will conduct at least one program review of a Region 7 state monitoring program per year. Region 7 will conduct focused audits of State/Local monitors, networks, and systems, as appropriate. Region 7 will conduct special purpose monitoring (As need arises) 					X	X

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Goal 1: CLEAN AIR**Objective 1.1: HEALTHIER OUTDOOR AIR****Subobjective 1.1.2: REDUCE RISK FROM TOXIC AIR POLLUTANTS**

Current Status: Through 2010, area-specific programs will build on the air toxics emissions reductions achieved through federal regulations to reduce exposure to ambient air toxics. Air toxics may lead to adverse health effects including cancer and other significant health problems, and adverse environmental effects.

Current Trends: Region 7 has established a baseline in St. Louis to evaluate future reductions in air toxics. The National Ambient Air Toxics Trends Site (NATTS) has been installed at Blair Street in North St. Louis to aid Region 7 in this evaluation. Monitoring for the full range of Air Toxics have identified six urban pollutants that may pose long-term health risks. Those six urban pollutants are: acetaldehyde, formaldehyde, benzene, arsenic, chromium, and diesel particulates.

Strategy Highlights: Region 7 will reduce risk from toxic air pollutants by working with the industry, communities, and state & local governments. Region 7 will respond to public inquiries regarding risk by using available risk assessment data such as NATA. Region 7 will assist states in implementing the urban air toxics strategy, developing and maintaining air toxics monitoring networks, and reducing risk through MACT standards.

Our geographical position in the middle of the agricultural belt creates unique air quality problems. We will continue to work with agricultural communities and with our national science and engineering programs to ensure that we all adequately understand the air quality implications (and toxics implications) of agricultural activity in the Region.

Major Challenges: Further risk reductions for air toxics requires additional monitoring and modeling data on health risks associated with exposure to airborne toxic compounds in outdoor environments. EPA will need to expand analytical tools such as NATA so secondary formation of toxic compounds (e.g. formaldehyde and acetaldehyde can be accounted for). Additional improvements will be necessary for the emissions inventories for pollutants such as chromium and arsenic.

We do not currently have clear regulatory authority to address urban risk associated with air toxics unless those air toxics are hazardous air pollutants and can be traced back to a “listed category” for NESHAPS. Until such authority is identified, there may be more success in identifying risks than in reducing them. Despite this problem, we have in the recent past and will continue in the future to invest a significant amount of resources in community based efforts to understand local risks and to seek national tools like diesel retrofits to reduce those risks until such time as additional tools become available.

There is concern that all states may not request or accept delegation for area source MACTs due to the intensive resource burden. Many of the sources covered under the area source MACT standards will not be Major Sources and therefore are not subject to Title V permits or fees. Nationally, there will be over 50 area source MACTs promulgated over the next few years covering tens of thousands of sources. If the states don’t take delegation for these area sources, then the Region will be responsible for implementation.

The future of the asbestos program is unknown. Determining whether or not to put resources into the program is a challenge. The need for better science information to respond to the public’s inquiries and to better evaluate risk is desired.

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				RHR	WB	CC	AG	SP	EC
Subobjective 1.1.2: REDUCE RISK FROM TOXIC AIR POLLUTANTS									
1	In 2004, Region 7 will be responsive to public inquiries regarding the release of the revised NATA. This assessment will be based on the 1999 inventory, and be updated every three years with new emissions, exposure, and risk data for a priority list of air toxics.		Region 7 will provide an initial response to all air risk inquiries within 48 hours.		X			X	
2	Region 7 will assist states in the implementation of the urban air toxics strategy. This will include development and maintenance of air toxics monitoring networks which are strategically located to provide an accurate representation of air toxics exposure and targeted hot-spot monitoring projects to look at risks from identified industrial sources.	4.2	Region 7 will conduct a Regional risk assessment workshop in 2004 to train our states on the basics of air risk assessment. Region 7 will assist states in the timely development and submittal of air toxics emissions data.		X			X	
3	Region 7 will work with states and other partners to reduce unacceptable risks from air toxics through delegation and implementation of MACT standards and residual risk MACT standards. Look for opportunities to take advantage of ozone and PM 2.5 control strategy efforts to focus on that portion of those constituents which are toxic. Utilize pollution prevention and other initiatives to reduce air toxic emissions.	1.1.1	Region 7 will encourage our states to submit timely (within 18 months of promulgation) updates to their MACT delegations.	X				X	
4	Public exposure to asbestos hazards will be reduced through education, outreach, and timely customer-service.	1.2	Region 7 will provide asbestos technical assistance to the unregulated community, tribal/state/county/city organizations, and other federal government agencies. Region 7 will record number of responses to calls and letters regarding asbestos.	X				X	

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Goal 1: CLEAN AIR**Objective 1.2: HEALTHIER INDOOR AIR IN REGION 7 HOMES, SCHOOLS AND WORKPLACES**

Current Status: Indoor Radon. Region 7 has the state with the highest and third highest number of homes with radon levels above the EPA recommended action level. All four states in the Region have several Zone One counties, with all counties in Iowa being Zone One. Indoor Air. Indoor air problems exist in all areas of the Region. The problems impact schools, homes and places of work. The areas of major concern in R7 include asthma and mold.

Current Trends: Indoor Radon. The primary focus of the Region 7 Radon Program is the development of strong state programs that achieve specified measurable results of risk reduction. The Region awards State Indoor Radon Grants for this purpose. The Region also provides technical assistance to the states, Tribes and general public. Indoor Air. The Region emphasizes implementation of the IAQ Tools for Schools program with the primary emphasis in 2004 being Iowa. The Region provides assistance to asthma coalitions in the Region along with the state indoor air programs.

Strategy Highlights: Region 7 will accomplish its indoor air and radon goals by working with state, local, tribal and other partners, with a special emphasis on partnerships with city, county and other health organizations.

Major Challenges: Indoor Air and Radon. EPA does not regulate but rather develops and implements voluntary outreach and partnerships to educate the public about indoor air quality and actions to reduce risks in homes, schools and workplaces. Entities we are trying to reach in this voluntary manner (e.g. schools) have limited funding and competing policies. Also, most of the measurable results come as a result of actions performed by our States and other partners, which are funded by EPA. The success of these programs relies upon continued steady funding. If that funding were to be reduced, the outputs and outcomes of the program would be greatly impacted.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities		Link to Regional Strategic Themes		
				TDF	HIA	AG	SP	EC
Objective 1.2: HEALTHIER INDOOR AIR IN REGION 7 HOMES, SCHOOL AND WORKPLACES								
1	Region 7 will contribute to national goal of approximately 12.8 million additional people living in homes with healthier indoor air by 2008. These include people living in homes with radon-resistant features.		Region 7 will support/encourage radon action by States, utilize and monitor SIRG grants, and provide technical assistance to partners, States, Tribes, and general public. We will measure # radon calls responded to, # outreach opportunities attended and # of participants at these events ,and # technical assistance meetings attended. We will also measure accomplishments reported by the SIRG grantees (including # homes tested, # homes mitigated, numbers of radon resistant housing built).	X	X		X	
2	Region 7 will contribute to national goal of approximately 12.8 million additional people living in homes with healthier indoor air by 2008. These include children not being exposed to environmental tobacco smoke, and asthmatics with reduced exposure to indoor asthma triggers.		Region 7 will host annual R7 IAQ meeting, respond to IAQ inquiries, utilize and monitor IAQ grants (including grants to Region 7 Tribes), and participate in IAQ outreach opportunities (including mold). We will measure # of IAQ calls responded to, outreach opportunities attended and # of participants at these events and # of technical assistance meetings attended. We will also measure accomplishments reported by the grantees.	X	X		X	
3	Region 7 will contribute to national goal of approximately 12.8 million additional people living in homes with healthier indoor air by 2008. These include people living in homes where children are not being exposed to environmental tobacco smoke, and asthmatics with reduced exposure to indoor asthma triggers.		Region 7 will utilize asthma grants, support Regional asthma coalitions, and promote, via our partnerships with Regional asthma coalitions, ETS pledge campaign in asthma initiatives. We will measure # of Regional in-home asthma/ETS visits performed by ourselves and our partners, # of outreach opportunities attended and # of participants at these events. We will measure accomplishments reported by IAQ - Asthma related grantees (including in-home assessments).	X	X		X	

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities		Link to Regional Strategic Themes		
				TDF	HIA	AG	SP	EC
4	Region 7 will contribute to national goal of approximately 7.8 million additional students and staff nationally experiencing improved air quality in their schools by 2008.		<p>During FY04 and FY05, approximately 75 schools in R7 each year will implement TfS as a result of efforts made and reported by R7 grantees (provided available grant funding remains consistent with previous years). We will report the number of schools implementing TfS and number of affected students.</p> <p>During FY04 and FY05, R7 staff will evaluate approximately 6 schools each year for indoor air quality issues (if opportunities arise and travel resources permit). We will report number of schools evaluated and number of affected students.</p> <p>During FY04 and FY05, R7 staff will make at least 4 presentations each year to schools officials such as PTA/PTOs, Superintendents and Facility Managers to promote implementation of TfS program. We will report number of presentations given and number in audience.</p>	X	X		X	

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Goal 1: CLEAN AIR**Objective 1.3: PROTECT THE OZONE LAYER**

Current Status: The Region's objective is to implement the "Montreal Protocol on Substances that Deplete the Ozone Layer" and prevent the depletion of the stratospheric ozone layer through the release of refrigerants containing chlorofluorocarbon (CFC).

Strategy Highlights: To address the problem of ozone depletion and its negative impact on human health and the environment, Region 7 will continue to implement the regulations that eliminate class I and class II ozone-depleting substances, require recovery and recycling/reclamation of refrigerants, require labeling of products, identify and promote the use of acceptable substitutes, and ban nonessential products. The Region's strategy includes: (1) recapture, recycling, and disposal requirements for motor vehicle air conditioner systems (MVACS) and stationary refrigeration appliances to ensure the prevention of emissions which destroy the ozone layer; (2) continuing enforcement and compliance assistance activities to prevent venting of class I and class II substances; (3) increasing outreach and enforcement efforts to emphasize the use of approved substitute refrigerants where equipment must be converted, as the supply of CFC and HCFC-containing refrigerants diminishes; and (4) continuing compliance assistance regarding the sale and use of unapproved substitute refrigerant.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
Subobjective 1.3: PROTECT THE OZONE LAYER									
1	Region 7 will participate in regulatory programs to restore the ozone layer and voluntary programs to reduce public health risk.	5.1	Region 7 will carry out enforcement actions related to programs under Title VI of the CAA, including servicing of motor vehicle air conditioners, recycling of ozone depleting substances, and emissions of phased out substances. For additional information see the National Program Guidance issued by the Office of Enforcement and Compliance Assurance.						

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Goal One: CLEAN AIR

Objective 1.4: RADIATION

Subobjective 1.4.1: ENHANCED RADIATION PROTECTION OF REGION 7 STAFF AND GENERAL PUBLIC

Current Status: The Region 7 Radiation Staff assist Federal/State/Local governmental agencies, Tribes, other EPA programs and the general public with environmental radiation problems.

Current Trends: The Region generally follows the national program.

Strategy Highlights: The Region 7 Radiation staff work closely with other Regional Programs, such as RCRA, Superfund and the Regional & HQ Health and Safety Programs, as well as with the Nuclear Regulatory Commission, to ensure the radiation safety of Regional staff and the general public. The Region 7 Radiation staff will use as their guide our newly signed Region 7 Radiation Safety Manual. Region 7 assists Federal/state/local governmental agencies, tribes, other EPA programs and the general public with environmental radiation problems.

Major Challenges: Focus on homeland security places an added burden on efforts and resources committed to day-to-day radiation related activities related to radiation issues. Anticipate some initial resistance from other Regional programs needing to change practices to comply with Regional Radiation Safety Manual.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	National Program Manager Priorities		Link to Regional Strategic Themes		
				HS	NRMN	AG	SP	EC
Subobjective 1.4.1: ENHANCE RADIATION PROTECTION								
1	By 2008, protect public health and the environment from unwanted releases of EPA-regulated radioactive waste and minimize impacts to public health from radiation exposure.		<p>Carry-out the Regional Radiation Safety Program. Serve as Regional Radiation Safety Officer, implement Regional Radiation Safety Manual, develop and implement Regional radiation safety training to prevent and minimize public exposure to radioactive materials.</p> <p>Measure # of training events and # of staff trained, as well as whether any Regional staff received unacceptably high levels of radiation exposure. Our target will be zero annual R7 staff overexposures to radiation, as measured by the TLD badges. Overexposure is defined as 125 milirems per quarter (an investigation is triggered for all exposures over 50 millirems per quarter). Our target will also be zero losses of radiation sources from the R7 inventory. Will perform an inventory of all Regionally owned sources on a quarterly basis and report any losses.</p>	X	X		X	X
2	<p>Contribute to national goal: by 2008, the total number of drums of radioactive waste certified by EPA as properly disposed will increase to 140,171 from 47,171 in 2003.</p> <p>Reduced exposure to radiation.</p>		<p>Provide radiation assistance and support to Region 7 programs, ORIA, states, and communities. Support remediation and decommissioning efforts at NCP, DOE, DOD and other radiation sites.</p> <p>We will measure # of calls answered, # of outreach opportunities attended and # of participants at these events and # sites on which we provided radiation technical assistance.</p>	X	X		X	X

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Goal 1: CLEAN AIR**Objective 1.4: RADIATION****Subobjective 1.4.2: MAINTAIN EMERGENCY RESPONSE READINESS**

By 2008, ensure Region 7 readiness to inform and protect the public from airborne releases of radiation both within the Region and across the Nation.

Current Status: The Region 7 Radiation Staff assist Federal/State/Local governmental agencies, Tribes, other EPA programs and the general public with environmental radiation problems, including emergency response.

Current Trends: The Region generally follows the national program.

Strategy Highlights: The Region 7 Radiation Staff work directly with Federal and state agencies and other EPA programs to develop or evaluate emergency response plans. We will also actively participate as technical evaluators at emergency preparedness exercises for the six nuclear power plants that impact Region 7. We work closely with the Federal Emergency Management Agency (FEMA) Region 7 office, serving on the FEMA Regional Assistance Committee (RAC). We are also involved in Homeland Security activities.

Major Challenges: Focus on homeland security places an added burden on efforts and resources committed to day-to-day radiation related activities related to radiation issues. Working across programs and offices presents communication and coordination challenges.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities		Link to Regional Strategic Themes		
				HS	NRMN	AG	SP	EC
Subobjective 1.4.2: MAINTAIN EMERGENCY RESPONSE READINESS								
1	Through 2008, working with partners, minimize unnecessary releases of radiation and be prepared to minimize impacts to human health and the environment should unwanted releases occur.		Support national radiological emergency response efforts. Participate in FEMA Regional Assistance Committee. Provide evaluators to FEMA for full-scale exercises at Region 7 nuclear power plants. We will measure # of FEMA response exercises, and # local and national radiation emergency response exercises.	X	X		X	X
2	Through 2008, working with partners, minimize unnecessary releases of radiation and be prepared to minimize impacts to human health and the environment should unwanted releases occur.		Maintain readiness to respond to radiation emergencies. Participate in training and test cases such as Falling Star and Ruby Slipper. Attend pertinent radiation emergency training. We will measure # of training events and # radiation emergency response exercises.	X	X		X	X
3	Through 2008, working with partners, minimize unnecessary releases of radiation and be prepared to minimize impacts to human health and the environment should unwanted releases occur. Increased coverage by the National Radiation Monitoring System		Participate in Homeland Security Monitoring operation. Participate on Region 7 RICT and COOP Workgroups. Coordinate with State/Locals to ensure that Homeland Security monitoring activities are properly implemented and operational. Coordinate resources for effective operations. Collect and analyze samples from the ERAMS monitor at EPA R7 Office. We will measure # of RICT/COOP response exercises. We will operate the ERAMs station and report monitor analysis results.	X	X		X	X

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Goal 1: CLEAN AIR**Objective 1.5: REDUCE GREENHOUSE GAS INTENSITY**

Current Status: The release of greenhouse gases from both mobile and stationary combustion sources is predicted to lead to a continued rise in average air and water temperature throughout the world. The temperature rise will potentially affect the Midwest by stressing water quality and quantity, public health, food production, energy availability, insurance rates, government budgets, and land use. Although regional and local climate change effects cannot be precisely predicted, it is indisputable that the combustion sources within Region 7's four states contribute to greenhouse gas formation that exacerbates human health and environmental problems.

Strategy Highlights: Region 7 is focusing on building partnerships with all levels of government (state, local and federal), schools, congregations, residential builders, and non-profit organizations. We also strive to increase the public's knowledge of energy-efficient practices and products. Region 7 is also implementing actions within our own facilities (regional office and laboratory) to demonstrate the benefits of energy-efficiency and contribute to a market transformation.

Major Challenges: To address stationary sources such as buildings, commercial property and homes, Region 7 implements the EnergyStar program. Although we conduct extensive outreach, determining the results of that outreach is sometimes difficult. Our audience uses the Internet to gather energy-efficiency information and we are not always clear on the exact products and services that are purchased or adopted due to our outreach. For example, we encourage organizations to become EnergyStar partners, but they enroll through a headquarters website and we may not be able to correlate a direct cause and effect in terms of marketing.

With regard to mobile sources, Region 7 cities are somewhat unique with a very high number of roadway miles and vehicle miles traveled per person in the context of a very low population density. In other words, our cities feature urban sprawl and their design encourages long daily commutes while commuters benefit from relatively low congestion rates. There are a limited number of public transit alternatives.

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
Objective 1.5: REDUCE GREENHOUSE GAS INTENSITY									
1	Region 7 Energy Star program will assist in the national goal of preventing 27 MMTCE in the buildings sector in 2012, in addition to the 20 MMTCE prevented annually in 2002.		<p>Increase awareness of EnergyStar programs through: presentations, the web, and partnerships; Promote benchmarking of office buildings in Region 7; encourage builders to construct EnergyStar rated homes and promoting increase in HERS ratings</p> <p>Secure the Energy Star label for the Region 7 office.</p> <p>Implement changes to the regional office activities to promote green house gas reductions improve the energy efficiency of the RO and STC.</p> <p>Monitor energy use of Region 7 buildings and develop and implement projects to improve energy use.</p> <p>Benchmark 45 new facilities.</p> <p>Create 5,000 outreach impressions.</p> <p>Enlist 105 new EnergyStar partners.</p> <p>Perform 10 energy audits.</p> <p>Monitor energy use of participating facilities and report energy reductions annually.</p> <p>Report extent of adopted energy efficiency practices and purchases resulting from outreach.</p>			X		X	

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
			<p>In conformance with E.O. 13123, the Regional Office will reduce its green house gas emissions attributed to the facility energy use by 30 percent by 2010 compared to 1990. Further the Regional Office will reduce energy consumption per gross square foot by 30 percent by 2005 and 35 percent by 2010 relative to 1985.</p> <p>In conformance with E.O. 13123, the STC will reduce its energy consumption per square foot by 20 percent by 2005 and 25 percent by 2010.</p> <p>In conformance with E.O. 13123, the Regional Office and STP will strive to expand the use of renewable energy projects and purchase electricity for renewable energy sources and report the same annually to the Office of the Federal Environmental Executive.</p> <p>In conformance with E.O. 13123, the Regional Office and STP will strive to reduce the use of petroleum within the facilities.</p> <p>In conformance with E.O. 13123, the Regional Office and STP will reduce water consumption and associated energy use to meet the guidelines set forth by DOE.</p> <p>In conformance with E.O. 13123, the Regional Office and STP will select Energy Star and other energy efficient products when acquiring energy-using products.</p> <p>In conformance with E.O. 13123, the Regional Office and STP will strive to meet the EnergyStar building criteria for energy performance and indoor environmental quality to the maximum extent practicable by the end of 2002.</p> <p>Promote the implementation of E.O. 13123 goals and actions by other federal facilities and provide assistance to them as requested.</p>						
2	Region 7 will contribute to the national industrial sector programs, prevent 12 MMTCE in 2012, in addition to the 43 MMTCE prevented annually in 2012.		<p>Reduce the methane gas releases from MSW landfills and ensure it is used beneficially.</p> <p>Increase the capture of methane produced by agriculture sources and ensure it is used beneficially.</p>			X	X		

Activity #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities			Link to Regional Strategic Themes		
				RHR	WB	CC	AG	SP	EC
3	Through EPA's transportation programs, Region 7 will contribute to the national goal of preventing 80 MMTCE in 2012, in addition to the 43 MMTCE prevented annually in 2002.		<p>Continue to educate the staff on Best Workplace for Commuters, expand use of alternative transportation, and monitor and record # of employers and employees who participate in BWC</p> <p>-Region 7 will increase participation on the Best Workplaces for Commuters program in St. Louis and Kansas City by 50% (6 new companies) by the end of 2006.</p> <p>Developed in partnership with local groups, a Midwest Commuter Choice Program (MCCP), will allow employers in Region 7 to make a commitment at an interim level to promote commuter choice options for its employees. Monitor and record # of employers and employees who participate in MCCP.</p> <p>Promote the Smartways program, promote participation by the public agencies to facilitate and private firms to implement the reduced idling programs, and report on activities and achievements.</p> <p>In conformance with EO 13149, Region 7 will reduce petroleum fuel consumption by 20 percent by the end of FY 2005 based on FY1999 consumption levels. This will be achieved by acquisition and use of alternative fuel vehicles and higher fuel economy vehicles.</p> <p>Promote the reduction of petroleum fuel consumption by other federal facilities and provide assistance to them as requested.</p>			X		X	

Goal 1: CLEAN AIR**Objective 1.6: SCIENCE/RESEARCH****Subobjective 1.6.1: SCIENCE TO SUPPORT AIR PROGRAMS**

Current Status: Through 2010, utilize the best available scientific information, models, methods and analyses to support air-program-related guidance and policy decisions.

Current Trends: Region 7 continues to sponsor and fund activities related to the St. Louis PM2.5 Supersite. This site will provide data which will help to establish a scientific foundation in a number of areas including PM2.5 health impacts, formation, ambient concentrations and composition. It will also give some insight into effective control strategy development.

Region 7 continues to support research on air toxics through the collection of air toxics data via monitoring and emissions inventory projects in a number of states/tribes.

Region 7 supports research on air toxics through the establishment of and on-going support for an air toxics trend site in St. Louis, Missouri.

Act #	Strategic Targets	Link to other Objectives& Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
Subobjective 1.6.1: SCIENCE TO SUPPORT AIR PROGRAMS						
1	Fund the operation of an air toxics trend site in St. Louis and ensure that the data is uploaded into the appropriate databases.	1.1.2	Complete data sets which expand the Agency’s understanding of air toxics trends in the Midwest and which support the national air toxics program decisions.		X	
2	Conduct special purpose air toxics monitoring projects to assess ambient concentrations of airborne toxic pollutants and related risks to exposed populations. (As need arises)	1.1.2	At risk populations will be identified so that special purpose monitoring can be preformed to quantify measure as funding becomes available		X	
3	Provide analytical services for regional air toxics monitoring projects and related assistance to State/Local agencies (As need arises)	1.1.2	Reliable analytical data will be provided to support decision-making		X	

Key to Abbreviations in Target 2:

GPRA - Government Performance Results Act
DW - Drinking Water Implementation
SE - Smart Enforcement
DA - Strategic Use of Data
MA - Monitoring and Assessment

WQ - Water Quality Standards
AG - Agriculture
SP - Sensitive Populations
EC - Ecosystems

~ 04/05/04 Final ~

Goal 2: Clean & Safe Water

Ensure drinking water is safe. Restore and maintain watersheds and their aquatic ecosystems to protect human health, support economic and recreational activities, and provide healthy habitat for fish, plants, and wildlife.

Objective 2.1: Protect Human Health

Current Status :

In Region 7, there are over 7,000 public water systems that collectively serve more than 13 million people. In Region 7, all four states have primary enforcement responsibility for enforcing public drinking water standards to protect public health. The states are currently developing updated state regulations to maintain primacy for new and revised federal regulations, increasing the level of protection. The Drinking Water State Revolving Fund is used by states to improve compliance with the drinking water standards. To protect water supplies, the four states have complete from 100% of their source water assessments to identify potential sources of contamination. In addition, the Underground Injection Control (UIC) program is an integral part of protecting water supplies. Region 7 has three delegated UIC programs and implements the program in Iowa and on tribal lands. To date, we have identified over 32,000 active injection wells in Region 7 that are potential sources of contamination. The Region 7 Tribal program is focusing on capacity building, ensuring environmental management of its programs on tribal reservations. The Drinking Water Tribal Set-Aside (DWTSA) grant program is the vehicle currently used for all tribal water plant infrastructure improvements.

Current Trends:

Nationally, populations are increasing and shifting geographically. In Region 7, there is a trend to negative growth in the rural areas and small communities, with large increase in suburban populations. This has resulted in increasing strain on the ability of small public water systems to maintain the revenue base and interest, in maintaining and upgrading infrastructure. In order to meet increased demands from more stringent and complicated regulations, public water systems are required to conduct more monitoring, and provide a higher level of treatment. EPA conducted a Gap Analysis Study which identified a significant funding gap if public water systems maintain current spending and operations practices over the next 20 years. This real rate of growth represents a 3% per year increase over and above the rate of inflation and is consistent with the long-term growth estimates of the economy. This demand supports the need to continue SRF funding for years to come. This rate of growth comes with a decrease in state budgets for the past few years which is expected to continue with the implementation of the new drinking water rules, with additional reporting and tracking requirements, and the need for accurate data, as well as the integration of security into all drinking water programs.

Region 7's approach to protect Human Health is described as follows:

1) *Water Safe to Drink* - In region 7 human health protection will focus primarily on implementing new rules to provide water that is safe to drink. Region 7's strategy focuses on four areas: (1) participating in the development or revision of drinking water standards; (2) supporting states, tribes, and individual water systems in implementing standards; (3) promoting sustainable management of drinking water infrastructure; (4) protecting sources of drinking water from contamination and; (5) assure that critical water infrastructure is secure from terrorist and other intentional acts. These activities will have to be conducted in an environment of reduced resources, conflicting priorities, political challenges, technical challenges, and the impact of socio-economic factors. These issues are most evident in dealing with small community compliance issues.

Participation on the development or revision to drinking water standards is critical for the region to maintain its technical expertise to support states, tribes and individual water systems. We will focus regional resources on improving drinking water infrastructure and supporting the programs financially. Special emphasis will be placed on under-funded small communities. Protecting existing and future sources of drinking water will be an emphasis for the Source Water Protection Programs as well as the UIC Program with a focus toward the regional priority of sensitive populations and agriculture. A challenge will be working with our States, Tribes and local partners to provide training on developing and implementing protection plans.

In the UIC area, Region 7 will commit to closing or permitting 100% of known Class V motor vehicle waste disposal wells, despite not having a national data base to track this data. Region 7 commits to work with our state partners to bring 50% of source water protection strategies in place for community water systems. The national goal is 75%. For those systems that have strategies in place, Region 7 commits 40% of those strategies being implemented. The national goal is 60%.

2) *Fish Safe to Eat* - To assure fish safe to eat in Region 7, State advisory programs, State Water Quality Standards, Total Maximum Daily Loads (TMDLs) for waterbodies listed as impaired for fish consumption, and Effective Combined Sewer Overflow (CSO) programs will be relied upon.

3) *Water Safe to Swim* - To assure safe water to swim in, Region 7 state programs will be relied upon for swimming advisories and implementation of TMDLs for those water bodies impaired and impacts the use for recreational swimming. The implementation of effective Combined Sewer Overflow (CSO) programs are also a facet in which to assure water is safe for swimming.

Major Challenges: An analysis of our state programs indicates that budget constraints are limiting their ability to implement existing program requirements, and to make use of the funds that are available. DWTSA Infrastructure Grants are expected to increase dramatically over the next few years, requiring more effort for staff to manage. Innovative approaches and funding are needed

to ensure compliance with the new drinking water regulations, which will have a major impact on small water systems in the region. Resource issues both internally and externally to EPA will have an effect on environmental stewardship in Region 7.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
Sub-Objective 2.1.1: Water Safe to Drink											
By 2008, 95% of the population served by community water systems will receive drinking water that meets all applicable health-based drinking water standards through effective treatment and source water protection. (Baseline in 2002 is 93.6% of population; note that year-to-year performance is expected to change over time as new standards take affect)											
1	By 2008, 95% of the population served by community water systems will receive drinking water that meets health-based standards in which systems are required to comply as of December 2001. (2002 Baseline: 93.6% of the population);		1. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects]. 2. By 2008, the DWSRF fund utilization rate will reach 86% [cumulative loan agreement dollars to the cumulative funds available for projects]. 3. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative) 4. Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to compliance.	X	X	X	X	X		X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
2	By 2008, 80% of the population served by community water systems will receive drinking water that meets health-based standards with a compliance date of January 2002. (2002 Baseline: xx% of population to be determined January 2004; covered standards include: Stage 1 disinfection by-products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic; year-to-year performance is expected to change as new standards take effect.)		<p>5. Each year, each State will be in compliance with the requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems.</p> <p>6. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects].</p> <p>7. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%.</p> <p>8. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative)</p> <p>9. Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to compliance.</p>	X	X	X	X			X	X
3	By 2008, 95% of community water systems that provide drinking water will meet health-based standards in which systems need to comply as of December 2001. (2002 Baseline: 91.6% of community water systems)		<p>10. Each year, each State will be in compliance with requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems.</p> <p>11. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects].</p> <p>12. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%.</p> <p>13. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative)</p> <p>14. Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to Compliance.</p>	X	X	X	X			X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
4	By 2008, the percentage of community water systems that provide drinking water that meets health-based standards: with a compliance date of January 2002 or later will be 80% (2002 Baseline: xx% of community water systems; to be determined January 2004; covered standards include: Stage 1 disinfection by- products/interim enhanced surface water treatment rule/long-term enhanced surface water treatment rule/arsenic; year-to-year performance is expected to change as new standards take effect.)		<p>15. Each year, each State will be in compliance with requirement to conduct sanitary surveys at community water systems once every three years, as documented by file audits of a random selection of water systems.</p> <p>16. By 2008, the Drinking Water State Revolving Fund (DWSRF) will provide a \$1.7 billion Federal return on investment [cumulative dollar amount of assistance disbursements to systems divided by cumulative Federal outlays for projects].</p> <p>17. By 2008, the DWSRF fund utilization rate [cumulative loan agreement dollars to the cumulative funds available for projects] will reach 86%.</p> <p>18. Determine the number of DWSRF projects that have initiated operations as a result of funding, (Cumulative)</p> <p>19. Determine the percentage of DWSRF loan agreements made annually that result in returning Community Water Systems to Compliance.</p>	X	X	X	X			X	X
5	By 2008, 95% of the population served by community water systems in Indian country will receive drinking water that meets all applicable health-based drinking water standards. (2002 Baseline: 91.1% of population served by systems; year-to-year performance is expected to change as new standards take effect.)		<p>20. By 2006, all Tribal water systems will have undergone a sanitary survey.</p> <p>21. Determine the number of DWIG projects that have been completed as a result of funding.</p> <p>22. Increase the number of partnerships between other federal and non-federal agencies in support of tribal program.</p>	X	X	X	X			X	X
6	By 2008, 50% of source water areas (both surface and ground water) for community water systems will achieve minimized risk to public health. (2002 Baseline: estimated to be 5%; “minimized risk” achieved by substantial implementation, as determined by the State, of source water protection actions in a source water protection strategy.)		<p>23. By 2008, 50% of source water areas for community water systems (CWS) will have source water protection strategies in place. (Cumulative; 75% nationally)</p> <p>24. By 2008, 40% of source water areas for community water systems will have implemented some aspects of source water protection strategies. (Cumulative; 60% nationally)</p> <p>25. By 2008, delineated source water areas for 98% of community water systems will be available in a GIS digitized format using agreed upon data management protocols.</p> <p>26. By 2008, separately for each class of well, 100% of Classes I, II, III, and V wells identified in violation will be addressed by the UIC program.</p> <p>27. By 2008, 90% of known Class V motor vehicle waste disposal</p>	X		X	X	X	X	X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
			<p>wells will be closed or permitted. (100% nationally)</p> <p>28. By 2008, 50% of ground water-based source water areas for Community Water Systems will have a Class V survey completed.</p> <p>29. By 2008, the number of inspections conducted for Class II and Class V will increase by 10%.</p>								
7	By 2015, in coordination with other Federal agencies, reduce by 50% the number of households on tribal lands lacking access to safe drinking water. (2000 Baseline: Indian Health Service data indicating 31,000 homes on Tribal lands lack access to safe drinking water.)		30. Increase number of households on Tribal lands having access to safe drinking water.	X	X	X	X			X	
8	Through 2008, safeguard public health and safety by providing technical support to drinking water and waste water utilities.		31. By 2008, 90% of Drinking Water will have completed vulnerability assessments and Emergency Response plans.			X	X			X	

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
Sub-Objective 2.1.2: Fish & Shellfish Safe to Eat											
By 2008, the quality of water and sediments will be improved to allow increased consumption of fish and shellfish as measured by the strategic targets described below.											
1	By 2008, the quality of water and sediments will be improved to allow increased consumption of fish in not less than 3% of the water miles/acres identified by states or tribes as having a fish consumption advisory in 2002. (2002 Baseline: 485,205 river miles and 11,277,276 lake acres were identified by states or tribes in 2002 as having fish with chemical contamination levels resulting in an advisory of potential human health risk from consumption.)		32. By 2008, fish tissue will be assessed to support waterbody-specific or regional consumption advisories or a determination will be made that no consumption advice is necessary for at least 40% of lake acres and 20% of river miles. 33. By 2008, EPA will assist and support the development of tribal fish advisory programs so that at least 1 tribe will have adopted and applied the national fish advisory guidance to make fish advisory determinations for local waters.		X	X	X	X	X	X	X
Sub-Objective 2.1.3: Water Safe for Swimming											
By 2008, restore water quality to allow swimming in not less than 5% of the stream miles and lake acres identified by states in 2000 as having water quality unsafe for swimming. (2000 Baseline: approximately 90,000 stream miles and 2.6 million lake acres reported by states as not meeting a primary contact recreational use in the 2000 reports under section 305(b) of the Clean Water Act.)											
1	By 2008, the quality of recreational waters nationwide will be protected so that the number of waterborne disease outbreaks attributable to swimming in, or other recreational contact with, the ocean, rivers, lakes, or streams will be reduced to not more than 8, measured as a five-year average. (2002 Baseline: an average of 9 recreational contact waterborne disease outbreaks reported per year by the Centers for Disease Control over the years 1994 -1998)		34. By 2008, 75% of communities with CSOs will have schedules in place to implement approved Long Term Control Plans (LCTPs)		X	X	X	X	X	X	X

Key to Abbreviations in Target 2:**GPRA** - Government Performance Results Act**DW** - Drinking Water Implementation**SE** - Smart Enforcement**DA** - Strategic Use of Data**MA** - Monitoring and Assessment**WQ** - Water Quality Standards**AG** - Agriculture**SP** - Sensitive Populations**EC** - Ecosystems**Objective 2.2:****Protect Water Quality**

Region 7 embraces EPA's national approach to improving and restoring water quality that focuses on addressing and implementing solutions to problems at the watershed level. Region 7 and most of the Region 7 states strongly support a community-based approach and are using it to provide comprehensive water quality improvements throughout the Region. Region 7 closely coordinates with its state partner agencies, with other federal and state agencies, as well as with Non-governmental organizations (NGOs) and community groups to identify and prioritize watersheds with water quality issues, and then encourages all parties to direct available resources to those watersheds thereby increasing both the efficiency and effectiveness of comprehensive water quality improvement efforts. Overriding factors such as lawsuits, settlement agreements, and other directives may require states to redirect a portion of their efforts and resources from the comprehensive watershed approach to improving water quality in specific waterbodies or watershed segments.

Current Status:

All four Region 7 states implement the National water quality standards (WQs) program with the Regional Office having the primary role of reviewing and approving/disapproving state-proposed water quality standards revisions. Three of the Region's four states have court-issued settlement agreements that direct both the selection and schedule for determining Total Maximum Daily Load (TMDL) levels for stream segments or watershed in those states. Cumulatively, the four states have prepared, and Region 7 approved, 1143 TMDLs through FY 2003, and anticipate more than 200 additional TMDLs will be prepared and approved during the next fiscal year.

Additionally, all four states in Region 7 have Clean Water State Revolving Fund (CWSRF) loan programs. The EPA awards funds to the states and in turn, the states provide low interest loans to municipalities for wastewater treatment facilities which helps to protect and improve water quality. The first CWSRF grant was awarded in Region 7 beginning in 1989. To date, 998 wastewater projects have been funded. A total of \$1,053,321,351 has been awarded through September 30, 2003 to the four states in our Region.

The NPDES Permit Program is administered by all Region 7 states. More than 6,600 individual permits have been issued for discharges from municipal waste water treatment plants, industrial facilities, and CAFOs. Over 11,000 additional facilities are covered by general permits. The NPDES permit program's goal is that at least 90% of these permits are current and reflect the latest technology and water quality based requirements contained in effluent limitations guidelines, TMDLs, etc. Region 7 administers the NPDES program in Indian country (about twenty permits).

Limited state budgets have reduced the amount of funding to state environmental agencies that is necessary to maintain adequate water quality monitoring programs. Currently, less than 20 percent of the Region's water resources have been

adequately and/or routinely monitored. Non-point pollutant sources remain the Region's dominant pollution problem, both in urban settings and particularly in rural areas where agricultural activities dominate. All four states have revised their Nonpoint Source (NPS) Management Plans during the last three years to aggressively protect and restore their water resources, and have identified both schedules and goals for implementing the non-point control practices identified in their Plans.

Current Trends:

More and better quality water monitoring data are becoming available, albeit slowly, to WWPD and the states that will provide better information at the watershed scale to support increased water quality protection and restoration efforts, and allow the establishment of more appropriate water quality standards. Unfortunately, current budget problems are forcing the states to limit or decrease the amount of funds they commit to protecting water quality either in or outside their priority watersheds.

Consequently, more non-governmental advocacy groups are forming with the goal of protecting specific watersheds, critical environmental areas, and/or sensitive population groups, and are collecting high quality monitoring data and using the results to promote or require watershed-focused improvements. These advocacy groups are aware that agricultural-related non-point source pollution is often the primary cause of water quality problems in their adopted watersheds and promote both traditional and innovative methods to reduce the impact of agriculture on the Region's water quality. These advocacy groups are also aware that non-point sources are the remaining major unregulated water quality pollution source and are demanding more action from the political, business, and governmental sectors to coordinate their efforts to improve the Region's water quality and to protect its important environmental areas, thereby protecting the health and welfare all of the Region's residents, especially its sensitive populations.

The Clean Water State Revolving fund is an excellent source for funding non-point source pollution prevention projects. Both regulated and programmatic planning processes are resulting in more efficient, effective, and pro-active efforts by the states in developing TMDLs, in scheduling to meet legal commitments and deadlines, and in seeking and utilizing state-of-the-art technical and administrative tools to implement their TMDL programs. The quality of the state-developed TMDLs being submitted to Region 7 for approval continues to improve; and increasingly the Regional Office is assisting the states during their development of approvable TMDLs.

The number of NPDES permits has increased substantially in recent years. Phases I and II of the storm water program more than doubled the size of the permit universe. The recently revised CAFO definition will add another 3000 CAFO NPDES permits in Region 7. While some states have made progress in reducing their permit backlog, overall, the additional work of more permits to issue and a reduction of state resources, have made it difficult to achieve the goal of maintaining 90% of the permits current.

Major Challenges:

Since many of the water quality programs are delegated to the states, Region 7 has identified areas where the states could utilize their water quality planning and management efforts to ultimately improve water quality in a more efficient and

effective manner. For example, the states are not using their Comprehensive Planning Processes (CPP) for water quality management planning, and they are not integrating all of their water quality programs on a watershed basis. In addition, states are decreasing the amount of state funds they commit to monitoring water quality including biological monitoring, probabilistic sampling, rotating basin sampling, etc. This monitoring is essential to gauge the status of water quality protection, improvement, and restoration success efforts. Monitoring of specific contaminants to support TMDL development also continues to be a challenge.

It is becoming more evident that protecting and restoring water quality at the watershed level is more efficient and effective than addressing one waterbody or stream segment at a time. However, only a few R7 state, county, local groups, and organizations are currently developing watershed plans. One reason for this is that adequate funding is not being made available at the state and federal level to support watershed advocacy groups. In addition, techniques for analyzing watersheds for TMDL development are becoming more challenging as the pollutants of concern become more difficult to assess.

Revising and implementing the new CAFO permit program requirements, completing the issuance of Phase II storm water permits, assuring that NPDES permits reflect WLAs in TMDLs, and at the same time increasing the pace of NPDES permit reissuance without increases in resources will be a major challenge for both the States and Region 7.

Region 7 has inadequate Water Quality Standards (WQS) to deal with nutrients. Obtaining guidance and/or policy on long-standing water quality issues such as primary contact recreation, anti-degradation, and high flow releases is an ongoing challenge. There are continuing inter-state/inter-regional WQS discrepancies on waterbodies crossing or adjacent to political boundaries. These discrepancies substantially increases coordination efforts for TMDLs required on such waterbodies.

There is an existing backlog of disapproved state WQS. The Region continues to work with the states to resolve the outstanding disapprovals and to enhance/improve state WQS development and approval rates.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
Sub-Objective 2.2.1: Improve Water Quality via Watersheds											
1	Protect and restore water quality at the watershed scale		35. By 2005, 1 additional watershed will meet > 80% attainment. By 2008, 4 additional watersheds will meet > 80% attainment. 36. By 2008, foster a watershed approach to protect and restore water quality in not less than 5 watersheds of Regional and state priority through grant assistance and technical support.	X		X	X	X	X	X	X
2	Conduct comprehensive, balanced and technically sound water quality monitoring programs		37. By 2005, 75% of Region 7 states have adopted a comprehensive water quality monitoring strategy. 38. Starting in 2006, 50% of Region 7 states will provide a comprehensive, integrated, water quality monitoring assessment consistent with CWA Sections 303(d) and 305(b). (Headquarters - 100%) 39. By 2008, Region 7 will encourage Tribes to develop and implement comprehensive and balanced water quality monitoring programs. (20 nationally)	X	X	X	X	X	X	X	X
3	Develop and implement TMDLs to restore water quality		40. By 2016, 100% of 303(d) listed waters will have a TMDL developed from the 2002 list. 41. By 2008, improve the effectiveness of pollution control plans by specifically identifying a “trading margin” in not less than 2% of the TMDLs approved by EPA, or watershed plans developed for restorations of waters on the impaired waters list that address nutrient impairments.	X		X	X	X	X	X	X
4	Develop water quality management plans for the Mississippi and Missouri rivers.	4.3.3(1)	42. Continue EPA/R7 coordination with other federal and state agencies, as well as NGOs, on managing the water quality of both rivers. 43. Continue to mediate with states to achieve consistent water quality protection for both rivers. 44. Support state-developed water quality monitoring and assessment strategies for both rivers.	X	X	X	X	X	X	X	X
5	Develop effective water quality standards (WQS) that protect existing high quality waters and achieve		45. [By 2012, JWQS are fully attained in over 25% of miles/acres of waters identified in the year 2000 as not attaining WQS with an interim milestone of restoring 5% of these waters by 2006.	X		X	X	X	X	X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
	fishable and swimmable uses		<p>46. By 2008, 1 state will have adopted into their water quality programs for streams and small rivers, biological criteria designed to support determination of attainment of WQS use designations standards. (Note: biological criteria may include quantitative endpoints or narrative criteria with quantitative implementation procedures or translators) (Nationally 45.</p> <p>47. By 2008, 1 State in Region 7 will have adopted into their WQS, and EPA will have approved, nutrient criteria for fresh water (25 nationally).</p> <p>48. By 2008, increase the number of Tribes that have water quality standards approved by EPA to 1 (33, nationally)</p> <p>49. Each year 75% of State/Tribal Water quality Standards submissions are approved/ disapproved by EPA within 90 days.</p>								
6	States implement and update their regulatory and non-regulatory provisions of the NPS program to protect and restore water quality.		50. By 2008, at least two watershed based plans, supported under state Nonpoint Source Programs (CWA Section 319) [since the beginning of FY2002] will be substantially implemented.	X		X	X	X	X	X	X
7	Increase the number of NPDES permits issued and keep all permits current.		<p>51. Each year, 90% of all NPDES permits are considered current.</p> <p>52. By 2008, 90% of CAFOs will have NPDES permits issued in accordance with the February 12, 2003 CAFO rules.</p> <p>53. By 2008, 100% of States/Regions will have issued NPDES permits requiring storm water management programs for Phase II municipalities (MS4S).</p> <p>54. By 2008, 100% of States/Regions will have issued NPDES general permits requiring storm water pollution prevention plans for Phase II construction.</p>	X	X	X	X	X	X	X	X
8	Increase utilization of SRF dollars to priority systems.		<p>55. By 2008, the CWSR Fund utilization rate will reach 94% [cumulative loan agreement dollars to the cumulative funds available for projects].</p> <p>56. By 2008, the return on Federal investment will reach \$2.37 [cumulative dollar amount of assistance disbursements to projects divided by cumulative Federal outlays for projects].</p> <p>57. By 2008, 1 Region 7 state will be using integrated planning and priority systems to make CWSRF funding decisions. (28 nationally)</p>					X	X	X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
Sub-Objective 2.2.2: Improve Coastal and Ocean Waters											
Region 7 does not have a coastal and ocean waters improvement program.											

National Program Priorities**R/B** - Revitalization/Brownfields**OCP** - One-Cleanup Program**RCC** - Resource Conservation Challenge**HS** - Homeland Security**Regional Priorities****A** - Agriculture**SP** - Sensitive Populations**EC** - Ecosystems

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Goal 3 Land Preservation & Restoration**Objective 3.1: Preserve Land**

Current Status: Currently, Region 7 is focusing a significant amount of resources in support of the principles and goals of the Resource Conservation Challenge (RCC). Our state partners are helping in this effort by passing legislation that also supports the RCC's principles and goals. Region 7's RCRA program is working toward addressing site-wide corrective actions that address all releases at the site instead of a single release approach.

Three of the four Region 7 states are delegated the UST program. As part of this delegation they report on UST prevention, early detection, and cleanups. Current trends from this reporting indicate that the program in Region 7 is on track to achieve the national goals on schedule.

- Major Challenges:**
1. Difficulty in re-directing 10-15% of regional RCRA resources to activities that support the RCC. External challenge is to mobilize industries, state and local agencies, communities and the public through voluntary efforts and by harnessing regulatory and financial incentives.
 2. RCRA info data quality needs to remain high.
 3. Funding shortages limit the prevention/enforcement programs in the state
 4. The state of Iowa does not have a RCRA Subtitle C program.

Act #	Strategic Target	Link to other Objectives& Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
3.1.1 Reduce Waste Generation and Increase Recycling. By 2008, reduce materials used through product and process redesign and increase materials and energy recovery from wastes otherwise requiring disposal.										
1	<p>By 2008, maintain the national average MSW generation rate at 4.5 lbs per person per day. Meet a 35% recycling goal by 2008(up from 31% in 2002).</p> <p>Increase materials and resource efficiency through source reduction, re-use and recycling of hazardous and nonhazardous materials.</p> <p><u>Strategy:</u> Promote and provide technical assistance to federal agencies regarding the procurement guidelines for recycled products, recycling, and source reduction.</p> <p>Promote, provide technical assistance to and facilitate peer support for State and local agencies regarding source reduction, reuse, and recycling.</p> <p>Promote, provide technical assistance to and facilitate peer support for State and local agencies regarding non-hazardous industrial waste reduction, reuse, and recycling.</p> <p>Support the States in developing and maintaining strong MSWLF permit programs.</p> <p>In conformance with E.O. , the Regional Office will establish a recycling coordinator and program.</p>	3.3.2.2	<ul style="list-style-type: none">The GPRA waste generation and recycling measures are reported by OSWER using a national methodology that does not include calculations for individual states.Progress in completion of SWPP Branch work plan.Report to the Office of Federal Environmental Executive on annual performance.			X		X		

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
2	Reduce the generation of 30 priority chemicals in hazardous waste by 50% by 2005 (National Waste Minimization Partnership Program - NWMPP). <u>Strategy:</u> Partner with states to design and fund programs.		<ul style="list-style-type: none"> NWMPP measures include: Number of Region 7 participants Reduction in priority chemicals with the measure to be reported by OSWER annually 			X		X		
3.1.2 Manage Hazardous Wastes and Petroleum Products Properly. By 2008, reduce releases to the environment by managing hazardous wastes and petroleum products properly.										
1	<i>By the end of 2008, prevent releases from RCRA hazardous waste management facilities by increasing the number of facilities with new permits or other approved controls from 79 percent at the end of FY 2002 to 95 percent. (Total universe is approximately 2,750 facilities, but will be reassessed in FY 2006)</i>	3.2.2.2 3.2.2.3	<p>By FY 2008, 95% of the RCRA hazardous waste facilities will have approved controls. R7 will determine the Regional contribution in a RCRA info search.</p> <p>The measure is RCRA Info data element (TBD).</p>	X	X	X			X	
2	<i>By 2008, update controls for preventing releases at the 150 facilities that are due for permit renewal by the end of 2006. (By 2006, we will complete a system for tracking the number of facilities due for permit renewals. Currently we estimate that through 2008, a total of 450 facilities will be due for permit renewal.)</i>	3.2.2.2 3.2.2.3	<p>By FY08, 150 RCRA hazardous waste facilities will have approved controls. R7 will determine the Regional contribution in a RCRA info search.</p> <p>The measure is RCRA Info data element (TBD).</p>	X	X	X			X	
3	<i>By 2008, reduce hazardous waste combustion facility emissions of dioxins and furans by 90 percent and particulate matter by 50 percent from 1994 levels of 880 grams/year and 9,500 tons/year, respectively.</i>	1.1.2.1	<p>Indicates compliance with the hazardous waste combustor. MACT requirements. By 2008, 100% of R7 operating hazardous waste combustors will be in compliance with 40 CFR 60, Subpart EEE.</p> <p>Measure is RCRA Info data element (TBD).</p>						X	

Act #	Strategic Target	Link to other Objectives& Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
4	<i>By 2008, increase the percentage of UST facilities that are in significant operational compliance with both release detection and release prevention requirements by 4% compared to 2004, out of a total estimated universe of approximately 263, 000 facilities. (The baseline compliance rate will be determined in 2004, but it is estimated to be approximately 60%.)</i>	3.1.2.5 5.1	Increase the percentage of facilities in significant operational compliance with release prevention and leak detection requirements by 1% per year thru 2008.. Calculate from the measures: significant operational compliance with release prevention, UST-4 and significant operational compliance with leak detection UST - 5. Activities supporting GPRA target are reported under Goal 5.		X				X	X
5	<i>Each year through 2008, minimize the number of confirmed releases at UST facilities to 10,000 or fewer. (Between FY 1999 and FY 2002, confirmed releases averaged 13,980)</i>	3.1.2.4 3.2.1.3 2.1.1	Minimizing the number of confirmed releases to a R7 target (TBD). Measure is LUST - 1.	X	X				X	X

Objective 3.2: Restore Land.

Current Status:

Homeland Security: The number, location, and diversity of facilities that could be targeted by terrorists magnifies the complexity of developing a system of preparedness and response to Homeland Security issues. Additionally, there are many local, state, and federal agencies with differing response and regulatory authorities with regard to these facilities. Region 7 is working with its states and systems to ensure all community water systems effectively conduct and certify completion of their vulnerability assessments. There is a significant cost for the systems to complete and implement the results of the assessments. Region travel cost and time has been significant to ensure effective communication with the states and systems, especially the small systems. Additionally, EPA regulates spill release prevention and response aspects at most high-consequence oil and chemical facilities; however, EPA has no authority for security issues at such facilities. Other federal agencies regulate most other facilities for prevention and preparedness, but EPA has authority to respond to releases from nearly all facilities.

The Region is home to numerous facilities that if attacked by an act of terrorism could result in severe consequences to the region, nation, and EPA's normal operations. Examples of some such facilities include 1000 drinking water and waste water utilities, several nuclear power plants, over 2,500 chemical facilities with extremely hazardous substances, tens of thousands of oil storage facilities, a vast network of chemical and oil pipelines, and major rail, river and interstate highway transportation/commerce routes. Responding is an additional important component when planning for acts of terror. Pending legislation will better define EPA's role as it relates to site security.

The Region will use several systems and teams of diverse knowledge, authority, and experience to prevent, detect, protect, and recover from acts of terror. Region 7 has a Regional Incident Coordination Team (RICT) with cross-program membership available to provide assistance in preparedness and response to an major incidents. The RICT has developed outreach materials to elevate security awareness and vulnerability awareness at drinking water facilities, waste water facilities, and chemical facilities. A subcommittee, known as the Detection and Analytical Services Coordination Team (DASCOT) has been formed under the RICT to provide a means of coordinating the dissemination of information relating to analytical issues across program areas and to ensure all programs are working together on issues relating to analytical needs and methodologies, and laboratory sources and capabilities. The Region is establishing a Reserve Support Corps (RSC) to augment the response capabilities of the Emergency Response Program. The Continuity of Operations (COOP) Team is being integrated into some aspects of response.

The Region has also developed communication systems, state, local and federal to support the requirement that each community water system certify to EPA that it has conducted vulnerability assessments. In addition these communication systems also relay information about potential threats. The Region also utilizes external partners such as the National Response System which includes 16 federal agency partners, special force teams, state partners, and local partners. This system operates through Local Emergency Planning Committees, State Emergency Response Commissions, On-Scene

Coordinators/Emergency Response Program, and the Regional Response Team (RRT). The RRT has also established and Industry Advisory Group to provide advice and expertise from an industry perspective.

Since 1980, responders in Region 7 have responded to 700+ hazardous substance incidents and 100+ oil spills. For the last several years, Region 7 has been enhancing its emergency response capability, consistent with objectives detailed in the “The Core Emergency Response Program.” Example enhancements include: upgraded equipment; upgraded communications; monthly drills in Level A and Level B; enhanced expertise in equipment; and enhanced presence in local communities. Region 7 recently received a score of 90% by Headquarters on their strategy for implementing and meeting the Core Emergency Response Program.

Superfund: Region 7 is committed to assessing and cleaning up contaminated land with the help of its state partners. Since 1980, the Region has completed 3,500 site assessments and plans to assess 45 more per year through FY08. The Superfund program is actively engaged in cleanup at numerous complex sites around the Region. Of the 74 NPL sites in Region 7, human health (HE) exposure is under control at 60 sites. Work still needs to be done to control exposure at 6 sites and more information is needed to determine whether HE is under control at 8 other sites. This puts the Region at 81% currently. The states in R7 are very dependent on groundwater as a source of drinking water (IA 78%, KS 51%, MO 78%, and NE 87%). GW is under control at 39 of our NPL sites and is not applicable at 13 other NPL sites and 3 require more investigation or response actions before determinations can be made. Currently, 64% of sites have groundwater migration under control. Currently 59% (42 sites) of the NPL sites in the Region are at construction completion and 19 of the remaining 30 will be at construction completion by 2008. Despite the maturity of the Superfund program, the Region and states continue to discover new NPL and non-NPL sites. The Region is also addressing similar goals at 17 Superfund Alternative Sites.

Currently efforts are underway to promote and strengthen reuse and redevelopment in the Superfund program. Region 7 has established a Regional Reuse and Redevelopment Business Unit and formed Reuse teams that draw upon Superfund, RCRA, and UST.

Historically, Region 7 has completed 30-35 removal responses per year, with an annual removal advice of allowance of approximately \$8.5 million. In a given year, 50-75% of removal actions will be funded out of the Superfund; the remaining are funded by responsible parties. Region 7 has a historically high ratio of responsible party-funded removal actions to Superfund-funded removal actions, relative to other regions. Recent removal action responses have included residential lead cleanups at lead mining areas; mercury cleanups at residences; cleanups at former gas manufacturing plants; wood-treater cleanups; cleanups at solvent-contaminated areas; and provision of alternate drinking water at contaminated groundwater sites.

RCRA: RCRA Corrective Action Program - The Region 7 RCRA Corrective Action Program and its state partners will continue to focus on the highest priority sites that form the RCRA Corrective Action Baseline. Environmental Indicator evaluations will be conducted for any facilities that did not attain the indicators by 2005. However, the main focus will be on meeting the Regional 2008 goal for “Remedy Selected” and “Construction Complete.”

UST: Cleanup in Region 7 includes the Leaking Underground Storage Tank (LUST) program. It is the states' responsibility to report the number of cleanups at LUST sites.

Oil Program: Oil program activities have focused on prevention and preparedness. SPCC outreach (meetings in communities) continues. Additionally, we have used satellite broadcasts to reach a large section of the community. Region 7 will follow-up with approximately 70 inspections. On the response side, the region has responded to 100+ oil spills since 1980. Region 7, is an inland region that has less oil-related activities, does not anticipate more than 3-5 oil responses per year. Example responses in recent years include diesel releases into tributaries of the Missouri and Mississippi Rivers; and spills associated with tank farms in Kansas.

Major Challenges: General:

- Staffing levels in the state impede the rate of cleanups. Funding shortages limit the prevention/enforcement programs in the state.
- State dollars are insufficient for SF RA 10% match and O&M takeovers at some sites. States seek special appropriations or tap fee for service funds and provide in-kind services. EPA is attempting to optimize and improve treatment systems prior to state takeovers.
- Several major metal companies are responsible for Region 7 lead (Pb) sites. Several of the companies are in weak financial condition and considering bankruptcy. This will increase demands on already scarce fund-lead cleanup resources.
- The regional geology often proves difficult to characterize groundwater and at some sites control currently may prove technically impractical.
- Sites with cleanup actions (Superfund, RCRA, and UST) underway may need to be reevaluated for vapor intrusion. A prioritization scheme and training are also necessary.
- Potential perchlorate sources include facilities with rocket fuel, explosives, fireworks, and fertilizers. In drinking water supplies, current exposures and health risks may be occurring and need to be evaluated.

Homeland Security:

- Responding to the demands of Homeland Security preparedness (e.g., exercises, training, local responder outreach), both in and outside the Region, are taxing other responsibilities.
- Participating in several (5) large-scale emergencies will be challenging. The recent Columbia space shuttle search and recovery effort demonstrated a significant drain on national on-scene coordinator resources (Region 7 had 25-50% of their OSC resources assisting in this effort over a several month timeframe).

Superfund:

- Limited pipeline dollars may reduce the number of site assessments. Failure to investigate sites may allow human health exposures to continue via private drinking water supplies, inhalation of vapor intrusion gases, etc. The shortfall is due to the distribution model that the agency adopted which gave R7 a less than 5% share of the pipeline fund total. HQ has recognized this problem and given the Region relief in the past. R7 has also used deobs in past years to help with the deficit but our deobs

will not be sufficient in future years. This shortage also limits states' abilities to investigate sites and conduct health assessments.

- R7 also has several classes of sites that need investigation to determine whether exposures are occurring. These include: 1) Over 400 FUDS, 2) 1200 lead mining, milling, and smelting sites, 3) Grain Bin sites, 4) Wood Treaters.
- State-led cleanup at new sites may be hampered by state fiscal shortfalls, placing more of the responsibility of cleanup oversight on the Region.
- The Region has added only one or two sites per year to the NPL. Groundwater sites, mega sites, and federal facilities are complex and have longer schedules leading to construction of remedies.
- The focus on reuse represents a shifting of goals and priorities for the Superfund cleanup program. Some period of time will be required before activities are fully integrated. Increased resource demands also result.
- Addressing liability concerns of parties involved in sales and acquisitions and coordination of reuse across multiple federal clean-up programs.

RCRA:

- Risk and GW under control determinations have been made at the majority of the facilities that have been adequately investigated. At the remaining sites, issues include fractured bedrock, indoor air pathways, bankruptcy, and consistency with companion Superfund cleanups.
- Region 7 RCRA Corrective Action Program staff currently are the lead on 66% of the Baseline facilities. The Region needs to continue to pursue RCRA Corrective Action authorization for all Region 7 states, however, the present condition of the States' budgets is an impediment.
- The State of Iowa does not have a RCRA Subtitle C program.
- RCRA has relied on contract support to a large degree for corrective action technical assistance. However, funds available for this support have declined considerably and are anticipated to continue to decline through 2008.

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
3.2.1 Prepare For and Respond to Accidental and Intentional Releases - By 2008, reduce and control the risks posed by accidental and intentional releases of harmful substances by improving our Nation’s capability to prepare for and respond more effectively to these emergencies.										
1	<i>Each year through 2008, improve the Agency’s emergency preparedness by achieving and maintaining the capability to respond to simultaneous, large-scale emergencies and by increasing response readiness by 10% from a baseline established by the end of 2003 using the core emergency response criteria.</i> Provide training classes, emergency response exercises, and equipment evaluations to emergency response personnel, water supply facility operators, and chemical handling facilities. Coordinate with Headquarters on the development of monitoring technology, analytical methods and sources, and containment and decontamination methods. Deploy ASPECT as appropriate.	3.3.2.1 4.1.4	<ul style="list-style-type: none">Score at or above 90% from the core emergency response evaluation.Number of training classes and response exercises conducted.Number of ASPECT deployments.				X		X	
2	<i>Each year through 2008, respond to 350 hazardous substance releases and 300 oil spills.</i>	3.1.1	<ul style="list-style-type: none">Planning approximately 25 hazardous substances responses including emergency responses and 4-5 oil responses per year through 2008. Measure is GPRA SCAP 15 Removal starts and SCAP 14 removal completions, NPL and non-NPL, fund and PRP.Continued emphasis on CERCLA enforcement tools to encourage PRPs to perform cleanup or abatement actions at hazardous waste sites.Pollutant Reductions: lbs of contaminant removed from soil, waters, and waste. Measure is ICIS/CCDS.		X		X		X	X

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
3	<i>Each year through 2008, minimize impacts of potential oil spills by inspecting or conducting exercises or drills at 6% of approximately 6,000 oil facilities required to have Facility Response Plans.</i>	3.1.2.5	<p>Over the next five years, R7 plans to increase the number of facilities in compliance with the oil pollution prevention regulations through increased outreach, inspections, and enforcement. R7 will increase the number of facilities being inspected by 3% per year.</p> <p>Measures are ICIS elements, Inspections Conducted, Exercises Conducted, and Enforcement Actions.. Each year through 2008, conduct inspections or drills at 6% of Region 7 oil facilities required to have Facility Response Plans.</p>				X	X		X
3.2.2 Clean Up and Reuse Contaminated Land: By 2008, control the risks to human health and the environment at contaminated properties or sites through cleanup, stabilization, or other action and make land available for reuse.										
1	<p><i>By 2008, perform 88,000 health and environmentally based site assessments and make 41,700 final assessment decisions under Superfund and assess 100% (approximately 1,714) RCRA baseline facilities. Universe of RCRA baseline facilities will be evaluated and, if necessary, adjusted in FY 2004.</i></p> <p>R7 is refining strategies for prioritizing site investigation activities and pursuing supplemental pipeline funding from HQ.</p>	4.2.3	<ul style="list-style-type: none"> Evaluate the impact of funding shortages on human health and environment risk. Conduct approximately 45 Superfund site assessments per year. Measure is SCAP 15 GPRA, Sites with final assessment decisions in CERCLIS. Reduction in human and ecological health risks at relevant sites. By 2008, Region 7 will assess 100% of RCRA baseline facilities. 	X	X				X	
2	<p><i>By 2008, control all identified unacceptable human exposures from site contamination to at or below health-based levels for current land and/or groundwater use conditions at 95% (approximately 1,628) of RCRA baseline facilities and 84% (1,259) of 1,494 Superfund human exposure sites (as of FY 2002).</i></p> <p>The Region continues to direct and oversee investigations at the remaining RCRA facilities in need of EI determinations. Ongoing investigations have been focused on results and innovative data collection methods are being explored.</p>	3.1.2.1 3.1.2.2 2.1.1 4.2.3 5.1	<p><u>Superfund:</u> By 2008, the Region expects to meet the goal of 84% of sites with human health exposures under control at EOY. FY03 60 of 74 sites = 81% under control. Measure is SCAP 15 GPRA, number of NPL sites with current human exposure under control and number of five-year reviews.</p> <p><u>RCRA:</u> At EOY FY03 sites with human exposures under control = 78%; FY 08 will control 95%. Measure is RCRA Info CA 725.</p>		X				X	X

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
3	<p><i>By 2008, control the migration of contaminated groundwater through engineered remedies or natural processes at 80% (approximately 1,371) of RCRA baseline facilities and 65% (832) of 1,275 Superfund groundwater exposure sites (as of FY 2002).</i></p> <p>The Region continues to direct and oversee investigations at the remaining RCRA facilities in need of EI determinations. Ongoing investigations have been focused on results and innovative data collection methods are being explored.</p>	<p>3.1.2.1 3.1.2.2 5.1</p>	<p><u>Superfund:</u> by 2008, the Region expects to have exceeded the goal of 65% of NPL sites with ground water under control. At EOY, FY03, 39 of 74 sites = 64%. Measure is SCAP 15 GPRA number of NPL sites with exposures under control and number of five-year reviews.</p> <p><u>RCRA:</u> At EOY, FY03 groundwater migration under control is 60%; by FY 08 will control 80%. Measure is RCRA Info CA 750.</p>		X				X	X
4	<p><i>By 2008, select final remedies (cleanup targets) at 30% (approximately 514) of RCRA baseline facilities and approximately 82% (1,223) of 1,498 Superfund sites (as of FY2002).</i></p> <p>Continued work on Superfund NPL sites and RCRA corrective action baseline facilities to complete investigations and develop remedies.</p>		<p><u>Superfund:</u> Number of final Records of Decision. Measure is SCAP 15 GPRA, R7 construction completion table data and SCAP 14 RI/FS ROD/completion fund and PRP.</p> <p><u>RCRA:</u> by 2008, achieve the Region's goal (TBD) for RCRA corrective action baseline facilities having remedies selected. Measure is RCRA Info CA 400.</p>		X				X	X
5	<p><i>By 2008, cleanup and reduce the backlog of approximately 140,000 leaking UST sites by 50% and complete construction of remedies at 20% (approximately 343) of RCRA baseline facilities and approximately 72% (1,086) of 1,498 Superfund sites (as of FY 2002). (Construction completion is a benchmark used to show that all significant construction activity has been completed, even though additional remediation may be needed for all cleanup goals to be met.)</i></p>	<p>3.2.2.2 3.2.2.3 2.1.1</p>	<p><u>Superfund:</u> By 2008, the Region expects to contribute 61 (5.6%) to the national goal of 1,086 NPL sites construction complete. Measure is SCAP 15 GPRA and SCAP 14 and construction completion table.</p> <p>Pollutant reduction: pounds of contaminant removed reported in ICIS/CCDS data.</p> <p><u>RCRA:</u> By 2008, achieve the Region's goal (TBD) for RCRA corrective action baseline facilities having construction completion. Measure is RCRA Info CA 550.</p> <p><u>UST:</u> R7 will achieve between 942 and 1304 LUST cleanups by 2008. Accomplishing the higher number would represent a 50% reduction in site backlog.</p>	X	X				X	X

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	CE
6	<i>Conduct investigations to identify high priority lead (Pb) sites and complete response actions to address human health, groundwater and ecological risks based on risk-based priorities.</i>	3.2.2.2	By 2008, all high priority lead sites with human exposures will be controlled. Measure is program specific report.		X				X	X
3.2.3 Maximize Potentially Responsible Party Participation at Superfund Sites: Through 2008, conserve Superfund trust fund resources by ensuring that potentially responsible parties conduct or pay for Superfund cleanups whenever possible.										
1	<i>The Region has enforceable Superfund agreements with as many companies as possible to perform as much work as possible. Region 7 is evaluating each company's financial condition and ability to pay and are taking actions that strengthen EPA's claims in the event of a bankruptcy.</i>	3.2.2.5 5.1	Each year through 2008, reach a settlement or take an enforcement action before the start of a remedial action at 90% of Superfund Sites have a viable, liable responsible party other than the federal government. Measure is SCAP 15 GPRA new element. Each year through 2008, address all statutes of limitations cases for Superfund sites with unaddressed total past costs greater to or equal than \$200,000. Measure is SCAP 15 GPRA.		X				X	

Objective 3.3: Science & Research

Current Status:

The states of Region 7, particularly Missouri, lead the nation in production and processing of lead that has resulted in widespread contamination. The Region 7 Superfund program is currently working with our state partners to cleanup XX number of sites because of lead contamination.

The September 11 attacks, anthrax incidents, and other threats establish the need for enhanced counter-terrorism capabilities, including tools for identification and establishment of chemical, biological, radiological agents. Currently, Region 7 is working with its state partners to assess current capabilities and also those that may be needed in the future to respond to in an efficient and timely manner in the case of a biological or chemical incident.

Major Challenges:

- Costly, semi-permanent treatment technologies are being used to address immediate environmental problems. The science for lead species identification is limited. Risk Assessment is performed conservatively considering the uncertainty in knowledge of bioavailability.
- Most of the analytical capability for weapons of mass destruction (WMD) lies outside of EPA at DOD, CDC, NRC and elsewhere. Creation of a usable, coherent procedure to access these labs is important.

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	EC
3.3.1 Conduct Research to Support Land Activities: Through 2008, conduct sound, leading edge scientific research to provide a foundation for preserving land quality and remediating contaminated land. Research will result in documented methods, models, assessments, and risk management options for program and regional offices, facilitating their accurate evaluation of effects on human health and the environment, understanding of exposure pathways, and implementation of effective risk-management options. Conduct research affecting Indian country in partnership with tribes.										
1	Support technology research and development activities projects addressing lead (Pb) issues. Add emphasis, funding, and projects in appropriate sections of ORD and TIFS to support a multimedia lead strategy.	3.2.2.6	<ul style="list-style-type: none">Strategies developed to address lead sites regarding in-vitro determinations of bioavailability by FY05. Measure is project report.Strategies developed to address lead sites regarding phosphate treatment of residential soils by FY05. Measure is project report.Strategies to address lead sites regarding sub-aqueous disposal of mine wasteStrategies to address lead sites regarding interior dust cleanupStrategies to address lead sites regarding more holistic response actions at residential lead sites to reduce the risk of elevated blood lead levels in children including: institutional controls, health education, and public outreach		X				X	
3.3.2 Provide Science to Preserve and Remediate Land: Through 2008, provide sound science and constantly integrate smarter technical solutions and protection strategies that enhance our ability to preserve land quality and remediate contaminated land for beneficial reuse.										
1	EPA HQ AOC is developing a nation-wide list of labs that can handle a variety of HS analytical needs. EPA Region 7 is working with state labs and other sources to develop a comprehensive list of labs in the Region.	3.2.1.1	<p>Enhance the national and regional listings of labs that can handle HS analytical work with specific information including contacts, turnaround times, hours of operation, and funding requirements by FY04. Develop a set of arrangements for HS analytical services including capabilities, agreements, and access and compensation mechanisms. Update the list semiannually.</p> <p>Measure is establishment of a HS analytical network as indicated by the number analytes addressed versus the number of analytes known to be needed; 50% by FY05, 70% by FY06, and 90% by FY07.</p> <p>Regional HS program specific report</p>			X			X	

Act #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to National Program Manager Priorities				Link to Regional Strategic Themes		
				R/B	OCP	RCC	HS	AG	SP	EC
2	<p>Demonstrate cost-effective, practical, innovative technologies</p> <p>Continue support for integrated environmental management centers (IEMC) (Potawatomi Indian Nation)</p> <p>Complete oversight of biomass to textile polymers process development (BECON)</p> <p>Developing strategy to perform wind-powered pump and treat technology</p>		<p>Time and other savings.</p> <p>Report on IEMC project by FY05.</p> <p>Report on biomass to plastic fibers feasibility by FY04.</p> <p>Report on wind-powered groundwater pump and treat technology by FY05.</p>			X		X		X

Key to Abbreviations in Objective 4.1:

WQ - Coordination regarding joint pesticide/water issues **AG** - Agriculture
SAI - FQPA/Strategic Agricultural Initiative **SP** - Sensitive Populations
WS - Worker Safety **EC** - Ecosystems
ES - Endangered Species

~ 04/05/04 Final ~

Goal 4: Healthy Communities and Ecosystems

Safeguard ecosystems and promote the health of natural communities that are integral to the quality of life in Region 7. Protect, sustain, or restore the health of people, communities, and ecosystems using integrated and comprehensive approaches and partnerships. Protect human health, communities and ecosystems from pests and disease by ensuring availability of pesticides, including public health pesticides and antimicrobial products, that meet the latest safety standards. Prevent and reduce chemical and biological risks to humans, communities and ecosystems.

Objective 4.1: Chemicals, Organisms, and Pesticides Risks

Prevent and reduce pesticide, chemical, and genetically engineered biological organism risks to humans, communities, and ecosystems. Through 2008, protect human health, communities and ecosystems from pesticide use by reducing exposure to the more toxic pesticides.

Current Status:

Agriculture is the number one industry in Region 7 with more than 270,000 producers. According to information from the National Agricultural Statistics Service, Region 7 has 22.5% of the nation's crop land within its four states: 36% of the corn sold for grain nationally, approximately 23.4 million pounds of atrazine applied to corn crops, and approximately 3,551 million pounds of nitrogen fertilizer applied on crops. While the strength of agriculture in Region 7 contributes to the economic and social well-being of the area, agriculture brings with it environmental challenges.

The Pesticides Program in Region 7 will utilize programs, tools, approaches, resources and partnerships to prevent and reduce human and ecological risks from exposure to pesticides and genetically modified organisms. The regulatory programs managed by Region 7 include oversight of the production, distribution, use and disposal of pesticides. In 2002, through the funding of Performance Partnership Grants with the four pesticide state lead agencies, 4,181 inspections were conducted and 587 enforcement actions were issued. This region is responsible for regulating 2,100 pesticide producer establishments.

The Pesticides Program will also continue to manage various voluntary programs that promote risk reduction. For example, using grant funds, Region 7 will target projects which promote the use of reduced risk pesticides, the use of Integrated Pesticides Management (IPM) techniques, increasing community awareness and education, as well as addressing environmental justice concerns through education and outreach. The Pesticides Program will support a wide range of activities that will assist the Agency in meeting the national pesticide program goals and objectives and that address region-specific high priority issues. Specifically, Region 7 is strategically focusing resources on promoting pesticide awareness and worker safety through implementation of the Worker Protection Standard, implementing state certification and training

programs that promote safe and effective use of pesticides, preventing pesticide misuse and ensuring that canceled pesticides are no longer distributed or used by the public, inspector training, and preventing import of illegal pesticides. Many of these goals will be achieved through enhanced partnerships with the pesticide regulatory and user communities.

For example, the Missouri Department of Agriculture (MDA) and USDA began a program in 2001 to eradicate the boll weevil from Missouri cotton fields. Some beekeepers in Southeast Missouri believed the pesticide spraying portion of the program was detrimental to their honey bees. They complained to MDA and the State solicited guidance from the Region 7 pesticides program. Region 7 participated in many discussions and meetings with affected parties during the winter of 2001/2002 and developed a plan whereby the risk to bees from ultra-low volume malathion sprays would be reduced to a minimum. This is considered a win - win situation. By having pesticide applicators exercise due care in the manner in which pesticides are applied, the eradication of the boll weevil will have long term benefits to the Missouri agricultural community and to the environment by the significant reduction in or the elimination of pesticide use to control this pest. Likewise, the protection of honey bees has been achieved while implementing the eradication program.

Region 7 is also working closely with its four States/ Tribes to keep everyone informed of the atrazine re-registration process since atrazine is a highly used pesticide in Region 7. Iowa and Nebraska are two of the six states, nationally, listed as having the heaviest use per unit area. Iowa and Kansas have been identified as two of the states where intensive atrazine monitoring is going to begin.

All four Region 7 states have delegated programs for the implementation of the Federal Insecticide, Fungicide & Rodenticide Act (FIFRA) and three of the nine tribes are working to develop their own pesticide programs. A strong working relationship has been developed with all of the states. Having project officers located in Iowa, Missouri and Nebraska and being within a one-hour drive of Topeka, Kansas has promoted open communications and facilitated effective oversight of the state programs. The Pesticide Branch has several experienced personnel who have helped establish the Region as a national leader in implementing FIFRA. A strong enforcement program is being maintained in all four states. All four of the states have developed Pesticide Management Plans and two of the tribes have drafted plans. Worker Protection Standards (WPS) are being implemented in each of the four states. Region 7 facilitates state input into re-registration decisions such as atrazine

Current Trends:

A long-term goal is for Worker Safety Programs (WPS), Certification and Training (C&T), and Health Care Providers Initiative (HCPI) to be combined into a single comprehensive program. Pesticide Management Plan grant activities are expanding to include surface waters. All State WPS assessments will be completed by 2004. WPS will continue to be a high priority. However, since most of the crops grown in the region do not require much hand labor, WPS are not as high of a priority as in other Regions. The Region will continue to facilitate greater state input/participation in registration and re-registration decisions. The Region will also continue to maintain, enhance and promote its role in working through partnerships to assist growers to adopt alternative pest management strategies and aid in the transition away from higher risk pesticides. Examples of these partnerships are the boll weevil eradication program and the re-registration of atrazine.

The success of our Regional pesticide programs are dependent on cooperative and productive relationships with our partners in state lead agencies, tribes, universities and Cooperative Extension. Region 7 will work with these partners to target activities within the various states such as Integrated Pest Management (IPM) and pesticide waste and container disposal which reflect both national and Regional goals and objectives. Targeted goals and objectives, and other Federal parties such as Customs, USDA, BIA, USFWS, etc., will be incorporated into cooperative agreements and grants that are evaluated and adjusted on a continuous basis to ensure that effective use of limited resources.

A priority of the Region 7 Pesticides Program is to continue to focus on the proper use of agricultural pesticides. Region 7 will use a variety of opportunities such as participation on the USDA North Central Sustainable Agriculture Research and Education (SARE) Administrative Council and the North Central Region IPM Center to build on existing relationships and identify areas for future focus.

Lead-Based Paint: The Region 7 Lead-Based Paint program directly links to top priorities of the Agency and the Region - protecting sensitive populations, such as children, the elderly and other sensitive populations. We will continue to maximize effectiveness of our Regional program with ongoing efforts to build strong partnerships with city, county and other health organizations. Existing health department partnerships have enabled us to focus our enforcement resources directly on situations involving Lead-poisoned children. In addition the Region 7 Lead-Based Paint program has worked with Region 7 states and tribes, encouraging them to accept responsibility for running their own Lead-Based Paint programs. All four states in Region 7 now operate self-certified Lead programs for Accreditation, Training, Certification and Work Practice Standards. In addition, Iowa and Kansas also operate Pre-Renovation Education Rule programs and are the first two states in the nation to do so. Although no Tribes in Region 7 plan to run their own programs, a number of tribes have received grants to screen children for elevated blood lead levels and to conduct lead safety outreach and education.

Region 7 has 2 permitted PCB treatment and storage facilities. Between these two facilities, 1,292,167 kg of transformer metals and 5,196,275 kg contaminated mineral oil are treated and shipped for disposal from these facilities. The PCB program is focusing on the oversight of self-implemented PCB clean-ups, the safe maintenance of transformers in use, and the reduction in use of transformers through supplemental environmental projects (SEPs).

Currently, Region 7 has approximately 2800 Risk Management Plans (RMPlan) submitted from the four states. Both EPA Region 7 and the Wharton School of Business have analyzed the Accident History Data from the RMPlan database and have determined that the ammonia refrigeration sector has the highest chemical accident rate in Region 7. Ammonia refrigeration makes up 9% of RMP facilities in Region 7, yet account for 35% of the accidents. This type of data will be used to focus outreach and inspections. Region 7 will review and analyze this information, look for specific trends in the information and continue compliance assistance.

Significant changes with the TRI program recently have expanded the universe of regulated facilities (electric utilities, TSDFs, coal and metal mining, petroleum bulk plants and terminals, chemical wholesalers, and solvent recovery operations) and

lowered the thresholds for persistent bioaccumulative toxic (PBT) chemicals including lead. For calendar year 2000, Region 7 had about 1,300 facilities reporting TRI data. For calendar year 2001, Region 7 had 1,548 facilities reporting; the increase attributed to the lowering of the threshold for lead.

Major Challenges:

Success will depend on our ability to support the state delegated programs and other programs targeted at reducing risks to human health. This support may be difficult to maintain due to the fact that the Pesticide Branch has the potential to lose the majority of its most experienced staff within the next one to two years. This potential personnel loss will create a significant increase in training needed for the new employees, if positions are backfilled. Integrating the WPS, C&T and HCPI into a single, effective comprehensive program will require effective working relationships by all partners. There is a growing concern from producers of non-genetically modified crops that their crops will be polluted by genetically modified crops.

Region 7 will be the OPPTS Lead Region for Fiscal Years 2005-2006. This will involve working closely with Region 8, the current OPPTS Lead Region, as well as the subsequent Lead Region to ensure smooth transitions. Region 7 plans to solicit input from all of the Regions and Headquarters regarding critical Lead Region activities during our tenure

One of the areas highlighted under Facility Risk Reduction is the risk management program. The overall agency goal is to reduce, by 30%, the risk of facilities having chemical accidents. Understanding facility risk management requires an understanding of process safety management (PSM) and plant processes. One challenge will be to adequately train inspection personnel on PSM. In addition, in FY 2004, the risk management plans are required to be revised. We currently have approximately 2800 facilities in the risk management program. The majority of these facilities will be required to re-submit their plans. Region 7 faces the challenge of balancing outreach activities with compliance assistance and inspections. Additionally, the Grant Competition Policy has made it more difficult to issue grants to out state and local partners to assist the region in outreach and compliance assistance.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities			Regional Strategic Themes		
				SAI	WS	ES	AG	SP	EC
Sub-Objective 4.1.1: Successfully implement the following programs: FIFRA/FQPA and the Endangered Species Act									
Through 2008, protect human health, communities and ecosystems from pesticide use by reducing exposure to the more toxic pesticides.									
1	Reduce risks to human health and the environment through implementing the following programs: FIFRA, FQPA; and Endangered Species Act.		1. Maintain and build solid partnerships with the Ag community in Region 7. 2. Maintain a FQPA grant portfolio of projects, dependent upon available funding, that conform with the SAI toolbox. 3. Address Ag cross-media considerations with linkages to other EPA programs. 4. Provide regular feedback to EPA HQ on Regional high risk pesticide transition issues. Cooperate with USDA with respect to Regional Pest Management Centers and NRCS Technical Committees. 5. Review 3 significant endangered species related pesticide cases (based on submission during the five year period.) 6. Include a session on endangered species at the 2004 Regional pesticide inspector training session. 7. Develop baseline information on terrestrial/aquatic wildlife mortalities from pesticides. 8. Continue to assist States and Tribes, as appropriate, to identify common cross border endangered species issues. 9. Develop a Regional plan for endangered species bulletin distribution and have periodic discussions with State/Tribal counterparts on endangered species activities.	X X X X	X	X	X X X	X X X	X
2	Assure protection of both ground and surface water resources from pesticides. Facilitate effective communication among state pesticide lead agencies, OPP, and Region 7 water programs on pesticides and WQ issues. Encourage participation by OPP and Region 7 water programs to discuss issues of mutual concern and current activities.	2.1.1	10. Following publication of the final PMP Rule, provide guidance and support to SLAs and interested Tribes to develop and implement their Pesticide Management Plans. 11. Host quarterly conference calls with state pesticide lead water quality staff. 12. Share information pertaining to registration /re-registration issues having water quality links with Region 7 water programs & others to facilitate Region 7 water programs ability to provide comment on these issues. As a specific example, PEST will share information on atrazine. 13. Investigate, identify, and encourage opportunities for increased partnership between state pesticide lead agencies and USDA Cooperative Extension water quality programs. 14. Provide input, as requested, into Region 7 water program activities relating to pesticides, e.g., TMDLs, watershed management, etc. 15. Share information and solicit input from Region 7 water quality programs on state pesticide program water quality activities. Current examples include atrazine re-registration and monitoring activities in the Big Blue river Basin, NDA's efforts to deploy immuno-assays for ground water monitoring, etc.	X X X X X		X	X X X X X	X X X X X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities			Regional Strategic Themes		
				SAI	WS	ES	AG	SP	EC
3	Ensure that all environmental data collected in support of FIFRA programs will meet appropriate quality control standards and enhance data collection and sharing		16. Provide meaningful guidance on QAPPs to State and Tribal pesticide programs. 17. State lead agencies have current and effective QAPPs.	X X	X X	X X	X X	X X	X X
4	Promote effective implementation of pesticide program activities in Indian Country.		18. Provide a Regional pesticide inspectors workshop on a biennial basis which includes Tribes. 19. Accountable work plan activities and required reports	X X	X X	X X	X X	X X	X X
5	Develop and effective communication network between all Biotechnology partners.		20. Participate in monthly conference calls to address Biotechnology issues. 21. Participate on a national workgroup to work on making improvements in working with Biotechnology products in the EUP process.	X X		X X	X X		X X
6	Provide quality technical assistance/ outreach to the regulated community regarding pesticide issues.		22. Participate in activities such as Western Farm Show and Fruit & Vegetable Growers' Conferences to provide information to groups, organizations and individuals. 23. Coordinate efforts with Regional Ag and National Ag Compliance Assistance Center to provide outreach information to producers within the Region on the status of pesticide re-registration and new safer products that are available.	X X	X X	X X	X X	X X	X X
Sub-Objective 4.1.2: Fully Implement Pesticide Health and Safety Standards Through ensuring effective pesticide applicator training and certification programs and protection of farm workers from pesticides.									
1	Provide leadership, guidance and oversight of state/tribal worker safety activities, including implementation of worker protection standards and the certification and training programs for pesticide applicators.		1. Annually review new pesticide applicator training manuals to ensure they adequately address required items 2. Participate in national worker safety work groups, conference calls and mtgs 3. Ensure effective Implementation of worker protection standards as well certification, and training programs for pesticide applicators in all four states through appropriate grant management activities. 4. Conduct an appropriate number of state visits and oversight inspections.	X X X X	X X X X	X X X X	X X X X	X X X X	X X X X
2	Provide regional/field perspective to OPP regarding registration/re-registration decisions.		5. Provide comments to EPA HQ on pesticides of interest to Region 7. OPP will have a better understanding of how their decisions will affect product users due to Region 7's comments.	X	X	X	X	X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities			Regional Strategic Themes		
				SAI	WS	ES	AG	SP	EC
3	Serve as liaison role between state and OPP regarding Section 18s.		6. Section 18's will be issued timely 7. Maintain good working relations with the states through consultation. 8. Ensure states enforce terms and conditions of approval via state reports, mid-year and end of year reports.	X X X	X	X	X X X	X	X X X
4	Coordinate and assist states with the collection of antimicrobial samples. When violations are identified, work with companies regarding voluntary recall programs and take appropriate enforcement actions.		9. Complete 100% of HQ assignments and take actions on cases that warrant action.		X			X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities			Link to Regional Strategic Themes		
				SAI	WS	WQ	AG	SP	EC

4.1.3 Chemical and Biological Risks Through 2008, prevent and reduce chemical and biological organism risks to humans, communities and ecosystems.

1	Reduce public exposure to lead-based paint hazards through education and outreach regarding the hazards of lead-paint and the proper work practices when removing lead-paint; collaborative partnerships with state, county and city health departments; and strong state/federal working partnerships.		Outcome: Reduced childhood lead poisoning cases in Region 7. Measurements: Utilize national measures. In addition, measure # outreach opportunities attended and # of participants at these events, # phone calls responded to, # technical assistance meetings attended, and number of people receiving educational materials.					X	
2	Reduce lead exposure to the Tribal community and the non-tribal community living within reservation boundaries. Continue cooperative assistance agreements and oversight with tribes to conduct lead screening and lead awareness activities		Outcome: Reduced childhood lead poisoning cases on Tribal lands in Region 7. Measurements: Utilize national measures. In addition, measure # children screened for blood lead levels and # of children and adults reached through outreach events.					X	
3	Reduce risks to human health and the environment by conducting risk assessments to identify at-risk populations (As need arises).	3.1.2, 3.2.1, 3.2.2., 3.3.2	Number of Risk Assessment Reviews Number of Additional Risk Related Projects/Products (not RA review)				X	X	X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities			Link to Regional Strategic Themes		
				SAI	WS	WQ	AG	SP	EC
4	Ensure that PCB waste is properly stored and disposed and PCB remediation sites cleaned up correctly. Through SEPS reduce PCB transformers and capacitors in use and industrial burden and costs of managing the safe disposal of PCBs.		Through 2008 reduce the potential for risks from leaks and spills by ensuring the safe disposal annually of 9,000 large capacitors and 5,000 transformers containing PCBs nationally.					X	X
5	Support HQ outreach programs designed to reduce usage of the riskier pesticides and to reduce usage of the PBTs.		By 2008 decrease releases of TRI's persistent bioaccumulative and toxic (PBT) chemicals by 15% from 2001 levels nationally.				X		
4.1.4 Facility Risk Reduction - Through 2008, protect human health, communities, and ecosystems from chemical risks and releases through facility risk reduction efforts and building community infrastructures.									
1	Facilities with hazardous chemicals including Risk Management Plan (RMP) facilities, will have reduced their risk of major chemical accident. (Includes reducing inventories of chemicals; reducing chemical accidents; improving chemical processes; replacing hazardous chemicals used and replaced by a less hazardous chemical; reducing vulnerability zones surrounding the facility.)		To reduce the risk of chemical releases, the region will review and analyze data already collected, as well as information it will receive under the agency's Risk Management Plan program. Analysis will provide information on the geographic location and facility types with the greatest potential for chemical accidents and releases. The Region will support HQ on voluntary initiatives aimed at high-risk facilities and/or geographic areas. The Region will also provide assistance to facilities on awareness of chemical and process hazards, process safety, accident prevention, risk reduction, and emergency preparedness through site visits.				X	X	
2	To reduce or eliminate the risks associated with chemical releases, the Region will work with communities to provide chemical risk information on local facilities. The Agency will also assist states and communities in understanding how these chemical risks could affect them and how to reduce those risks and prepare to address and mitigate risks if a release should occur.		By 2008, 50% of local communities or Local Emergency Planning Committees (LEPCs) nationally will have incorporated facility risk information into their emergency preparedness and community right-to-know programs.				X	X	

Key to Abbreviations in Objective 4.2:

AG - Agriculture

EC - Ecosystems

SP - Sensitive Populations

Objective 4.2: Community Health**Current Status:**

Through a competitive process the region selects projects from communities and organizations representing community-led efforts to help identify environmental issues, help determine possible solutions and help implement sustainable solutions for long-lasting environmental results. Projects range from watershed protection, protecting children from elevated blood-lead levels, protecting sensitive populations from indoor air asthma triggers, river protection plans, environmental strategic planning at the county, city, state levels and many other beneficial environmental projects.

Region 7 has placed specific focus on integrating environmental justice principles into our work. Numerous activities have been planned to provide information, tools, and skills within the region as well as the states to promote this goal. Staff are working collaboratively with stakeholders to proactively identify EJ concerns and address them or to respond to concerns as they arise. The Region 7 Environmental Justice (EJ) program manages a competitive grant program which allows primarily not for profit organizations and local governments to identify priority environmental justice concerns and address them through small demonstration projects. Projects include outreach and education projects focused on informing communities in a manner which promotes meaningful public involvement in environmental decision-making and results in environmental improvements and reduced risk to human health.

Region 7 currently has Brownfields Grants with 23 communities across our 4-state Region. These grants include work in one or more of the following areas: Brownfields assessment, Brownfields Clean-up Revolving Loan Fund and/or Brownfields Job Training. Three of these communities have been designated as Brownfields Showcase Communities where other federal agencies have agreed to join EPA in supporting community revitalization work. This past fall, the Region undertook a major outreach campaign to reach communities with information about the new Brownfields law and new grant programs. We expect to award grants to new communities during 2003 and to significantly expand work underway with existing grant communities. In addition to Brownfields assessment and clean-up work, we have also encouraged selected Brownfields grantees to undertake Smart Growth and Green Buildings projects, RCRA Brownfields Pilot Projects and USTfields Pilot Projects which compliment the work they are doing with local Brownfields sites. Finally, the Brownfields Program plans to provide regional leadership for the Region 7 Land Revitalization Initiative. It is likely that all of the geographic focus areas under this Initiative will include Brownfields sites.

Major Challenges: Enforcement deriving from regulations are often inadequate to reach some environmental issues most important to communities. The statutes lay out broad goals and create a desired state that will be unmet if not augmented through the community-based, cross-media and geographic program goals. Through limited EPA participation and partnership, communities can create environmental solutions to problems which cannot be easily solved through enforced compliance with limited regulation.

The number of high quality brownfields investment opportunities outpaces the ability of EPA to provide continuing outreach, education, technical assistance, state capacity building, grant management, and program development. Continuous development of staff community relations skills is a must to ensure efficiencies are maximized.

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
	4.2.1 Sustain Community Health					
1	Help R7 communities build capacity to address local environmental issues while meeting economic and social needs though grants, program activities & technical assistance. Award/manage CBEP grants w/communities/NGOs		<ul style="list-style-type: none">Declining rates of asthma and lead poisoning in communities across the Region.Steady decline in numbers of contaminated sites/homes in the RegionSteady decline in numbers of contaminated drinking water suppliesYearly increase in #s of communities with household hazardous waste and solid waste recycling programsYearly reduction of communities out of compliance with air quality standardsYearly growth in #s of communities with local environmental improvement initiatives - either policy or projects	X	X	X
2	Strengthen the Region’s ability to assist communities through staff and manager training, through implementation of cross media initiatives such as the Land Revitalization and One Clean-up Programs, the Community Air Toxics Initiative and Watershed Programs and through the development and use of tools to help communities assess and solve environmental problems.		<ul style="list-style-type: none">Yearly increase in #a of staff using community-based approaches to achieve environmental results.Growing numbers of success stories where communities or local organizations have taken the lead or been a significant partner in achieving environmental outcomes.Yearly progress by Region and partners in developing and distributing tools which help communities assess risk, predict impacts, inform development or design decisions, evaluate cumulative impacts or engage citizens.	X	X	X
3	Integrate smart growth and sustainable development principles into programmatic and initiative work to encourage and assist communities in managing growth and natural resources while improving quality of life and health.		<ul style="list-style-type: none">Yearly increase in #s of communities working to achieve holistic, long term environmental improvements by reducing energy and water consumption & vehicle miles traveled, by reusing land and existing infrastructure, by preventing pollution and increasing community involvement in planning and actions and by instituting public policies which promote environmental quality.	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
4	Respond to EJ concerns wherever identified		<ul style="list-style-type: none"> Annual growth in ability of R7 staff to identify and respond to EJ concerns in communities Annual list of EJ success stories to share with the public 	X	X	X
4.2.2 Restore Community Health						
1	Reduce risk and protect the environment through implementation of enforcement targeting initiative and multi-media inspections in Environmental Justice communities		Increase in # of regulated facilities operating in compliance within EJ communities	X	X	X
2	Enhance public participation by conducting at least one EJ listening session per year and working with the programs to ensure that their public participation opportunities are sufficient to engage affected EJ communities.		Increase # of people informed about environmental issues affecting them.	X	X	X
3	Provide EJ Training to internal staff, States and other external stakeholders Expand EJ training to include program specific modules that better enables staff to integrate EJ into their work.		Increase # of people trained and actively integrating EJ considerations into their respective program areas.	X	X	X
4	Enhance Federal, State, Tribal and local government coordination through collaborative efforts including the annual EJ Federal Partners meeting, development of State EJ programs/policies, and work on special EJ projects		Ability to better address EJ communities issues and concerns by having a more well established and comprehensive network. Expansion/advancement of each State's current EJ program.	X	X	X
5	Develop EJ Assessment Tools and Protocols to addressing EJ Concerns		Assessments will lead to better enforcement and compliance actions in the affected communities.			

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
6	Award and manage EJ Grants. Provide outreach to new potential grantees through conference calls, mailings and annual small grants workshop. Provide training and oversight of grantees via annual small grants workshop, site visits, and post award monitoring reviews.		Increase # of communities whose environmental or human health has been improved through the work of the grant awarded.	X	X	X
4.2.3 Brownfields						
1	EPA will continue to work in partnership with state response programs, communities, other federal programs, and other public and private organizations to address brownfield properties.		By 2008, provide funding to eligible recipients, and working with our State and Tribal partners, and other partners, assess and promote the cleanup and reuse of brownfield properties, leveraging 2359 jobs and \$714 million in cleanup and redevelopment funding. (Results are based on 7% of the national projections using a baseline year with approximately 69 assessments, 988 jobs and \$179 million leveraged.	X	X	X

Key to Abbreviations in Objective 4.3:**GPRA** - Government Performance Results Act**DW** - Drinking Water Implementation**SE** - Smart Enforcement**DA** - Strategic Use of Data**WQ** - Water Quality Standards**AG** - Agriculture**SP** - Sensitive Populations**Objective 4.3: Ecosystems****Current Status:**

Region 7's ecological resources are as varied as its landscape and climate. Well known major ecological resource areas include: the Platte River system of central Nebraska which is home to six nationally significant threatened or endangered species; the national wild and scenic rivers and forests of the Ozark plateau in southern Missouri; the internationally significant Cheyenne Bottoms and Quivira wetlands of south central Kansas; the Missouri and Mississippi Rivers; and the extensive Flint Hills tall grass prairies in central Kansas. The Region also intercepts the Central and Mississippi flyways, two major continental migratory routes for millions of birds each year that use wetland complexes such as the Nebraska rainwater basin, prairie potholes, and playas lakes as resting and refueling stops. Broad scale losses of the grassland vegetation to cultivated agriculture in Region 7 and elsewhere in the Midwest have produced dramatic declines in biodiversity. The percentage of imperiled plant communities is higher in the central United States than in any other part of the country. Large river systems, including important headwaters and intermittent streams, have been greatly altered due to channelization and levees to protect against flooding and impoundments that retain water rather than flowing directly to the streams. These practices have damaged or eliminated natural fish habitat on countless miles of the Region's streams and including the Missouri and Mississippi rivers.

True ecosystem health (both aquatic and terrestrial) depends on developing indicators of ecological health and assessment techniques to measure that health in order to provide decision-makers with sufficient information at sufficient scales to allow management actions to occur. Current statutory programs such as water quality standards under the Clean Water Act provide some limited numeric chemical and physical criteria to judge aquatic life health but those criteria are often not developed to protect overall ecosystem health and the use of biological measures of ecosystem health has been limited. In addition, assessments of critical ecosystems have been limited to general descriptions of the range and extent of unique or remnant species or habitats with little information on the both the exposure to chemical and other stressors. R7, in conjunction with various partners, is attempting to develop additional databases sufficient to characterize critical ecosystems throughout the region and is also developing additional measures of ecological health such as nutrient benchmarks and biological indicators that will, in the future be used by federal and state programs to better measure and assess ecological health. We are also utilizing ORD funding (R-EMAP) to pioneer new probabilistic waterbody sampling techniques for more quickly and easily assessing ecological health. Additional efforts will be directed at assisting ORD with development of assessment techniques for the major rivers and to participate in the national level sampling effort on wadeable streams.

Wetland losses in Region 7 range from 35% in Nebraska, 48% in Kansas, to 87% in Missouri and 89% in Iowa. These numbers conceal the true losses within individual wetland complexes. For example, over 90% of Nebraska's rainwater basin wetlands and 99% of Iowa's prairie pothole wetlands have been lost. The impacts of wetland losses are felt far beyond Region 7 and the Midwest. All of the runoff from the Region's waterways become part of the Mississippi River Basin/Watershed, and

pollutants in the runoff eventually discharge to the Gulf of Mexico. These loadings create large zones of oxygen-deficient waters which adversely affect aquatic life populations.

EPA's authority under the CWA Section 404 is not delegated to the States, Indian Tribes or local governments. Although traditionally joined, the Section 404/Wetlands Program has had enforcement separated from other program activities. The Section 404/Wetlands Program (Program) work is coordinated at the State and tribal levels and generally includes: CWA Section 404 permit authorities, technical assistance, education & outreach, and financial assistance.

The Program has a number of strengths. State Coordinators are familiar with state-specific water resources and issues and develop relationships with local, state and federal partners. Coordinators assume leadership roles within respective States and can target grant programs to local/State/tribal needs. The capacity building grant program (STAG) gives considerable leverage for advancing water resources protection programs.

Current Trends:

Ecosystem health trends include recognition that additional multi-media stressors such as air deposition of nutrients and mercury may be an increasingly important but poorly understood area, land use/land cover at additional temporal and spatial scales is critical to the use of new models that may be an alternative to or an important complement to additional assessment data, and habitat conversion, fragmentation, and physical transformations of ecosystems are continuing trends. Most efforts have been focused on a few important areas: strengthening access to data to assist with project evaluations, including cumulative impacts, under NEPA and Section 404; providing consistent comments and good science to the US Army Corps of Engineers to affect protection of critical ecosystems, including isolated wetlands and headwater streams; and building State and tribal capacity for protecting critical ecosystems and monitoring their water resources.

Reorganization within the Water Division is expected to help consolidate grant functions and better target grants and increase focus of regulatory and nonregulatory activities on a watershed and ecosystem basis. This reorganization will also result in better coordination with the services and expertise in the Environmental Services Division. The Program expects to continue involvement with Tribes as they expand their program capacity. A progressive increase in need for projects in Indian Country that require EPA water quality certification is expected. An expected increase in EPA support for state expansion of wetlands monitoring programs is also likely. There will be an increased need for leadership and support from EPA to increase effectiveness of mitigation for wetlands and streams through the development of the Mitigation Action Plan, a national multi-agency effort, and expand education for and use of cumulative impacts tools. Finally, in addition to using our Section 404 permit authorities to protect wetlands and other critical ecosystems, the Program will pursue cross-program solutions to more complicated water resources protection problems by continuing to participate in the R7 Critical Ecosystem's Coregroup and by providing needed technical assistance to the Agricultural Coregroup.

Major Challenges:

Securing sufficient resources to be able to comprehensively assess ecosystem health across the region, develop indicators of ecosystem health and adopt them in management programs at the various scales required, and understanding the impacts of emerging contaminants and control techniques such as microbial source tracking are all challenges facing the overall ecosystem health assessment and protection area.

Land use within Region 7 is strongly weighted toward agricultural uses such as pasture, range, and crop land. Three of the four regional states, Iowa, Kansas, Nebraska, are among the top ten states for percentage of land area devoted to crop land, and Missouri ranks first for percentage of pastureland. Continuing conversion of natural habitat to agricultural uses, along with urbanization, will place further stress on natural ecosystems and their inhabitants.

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
4.3.1: Protect and Restore Habitats											
1	Determination of critical ecosystems in 1) two pilot ecoregions and 2) all of Region7.	1.1.1, 1.4.1, 1.4.2, 1.5, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.2, 4.1.1, 4.1.2, 4.1.3, 4.2.1, 4.2.3, 4.3.2, 4.3.5, 4.4.1, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.3	Percent completion of irreplaceability analyses, recoverability analyses, and risk analyses for 1) two pilot ecoregions and 2) the Region.						X		X
2	Branch survey to identify and inventory current activities and needs related to ecosystems protection and ecological training of branch staffs.	1.1.1, 1.4.1, 1.4.2, 1.5, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.2, 4.1.1, 4.1.2, 4.1.3, 4.2.1, 4.2.3, 4.3.2, 4.3.5, 4.4.1, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.3	Number of branches surveyed and engaged in the design process for program specific training Number of branches that have received program specific training. Number of staff receiving basic ecology training						X	X	X
3	Development of analytical tools to support the programs in identifying, prioritizing, protecting, and restoring critical ecosystems.	1.1.1, 1.4.1, 1.4.2, 1.5, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.3.2, 4.1.1, 4.1.2, 4.1.3, 4.2.1, 4.2.3, 4.3.2, 4.3.5, 4.4.1, 5.1.1, 5.1.2, 5.1.3, 5.2.1, 5.3	Release of ECOMAPPER and number of program staff who have received training on ECOMAPPER Percent completion of the Environmental Assessment. Number of other applications, that are developed and released.						X	X	X
4	Development of new indicators of aquatic ecological health and assessment techniques.		By the end of 2005, Region 7 will develop nutrient benchmarks for streams and lakes for use by state water standards program By the end of 2008, Region 7 will develop aquatic life biological indicators and reference condition assessments for those indicators. By the end of 2005, Region 7 will have revised fish tissue monitoring program design and protocols incorporating probabilistic techniques.						X		X

Act #	Strategic Targets	Link to other Objectives & Sub-Objectives	Results	Link to NPM Priorities					Link to Regional Strategic Themes		
				DW	SE	DA	MA	WQ	AG	SP	EC
			By the end of 2005, Region 7 will coordinate with ORD GRE-EMAP effort on the Missouri and Mississippi Rivers and will assist in sampling protocol development.								
4.3.2: Increase Wetlands											
1	Achieve “no overall net loss” of wetlands through the CWA Section 404 Wetlands Protection program	2.2.1, 4.3.1, 5.2.3, 5.2.5	By 2008, Region 7 will achieve “no overall net loss” of wetlands.			X	X	X	X		X
4.3.5 Gulf of Mexico											
1	Reduce hypoxia impacts to the Gulf of Mexico.	2.2.1(4)	<p>Coordinate with WQMB to secure adoption of nutrient criteria in state water quality standards.</p> <p>Support state and NGO watershed protection efforts to reduce nutrient loadings to the Mississippi and Missouri rivers.</p> <p>Support the efforts of agencies to rehabilitate Mississippi and Missouri river flood plains to process in-stream nutrient loadings.</p> <p>The region will utilize the national targeted watershed program to advance watersheds for funding where those watersheds effectively target nutrient loading reductions in priority areas to reduce hypoxia loading rates to the Gulf of Mexico.</p>	X	X	X	X	X	X	X	X

Regional PrioritiesAG - Agriculture SP - Sensitive Populations
CE - Critical Ecosystems*~04/05/04 Final~***Goal 5: Compliance and Environmental Stewardship**

Objective 5.1: **Improve Compliance** - By 2008, maximize compliance to protect human health and the environment through compliance assistance, compliance incentives, and enforcement by achieving a 5 percent increase in the pounds of pollution reduced, treated, or eliminated, and achieving a 5 percent increase in the number of regulated entities making improvements in environmental management practices (Baseline to be determined for 2005)

Current Status: Control of air emissions in Region 7 has resulted in marked improvements in air quality. Despite the success, 15 percent of Region 7's population still live in areas with unhealthy air. Region 7's air toxic emissions are related to motor vehicles, small facilities, and commercial activities and TRI data show Air Toxics emissions in the Region were reduced by approximately 8 percent between 1993 and 1997. Region 7's quality of surface water resources is judged by their capability to maintain specific uses designated in each state's water quality standards. About 32 percent of the assessed lake areas and 51 percent of the assessed rivers and streams fail to support uses designated by each state's water quality standards. Agriculture is the primary source of these impaired uses in both streams and lakes. Region 7 has more than 4,000 community public water systems that serve more than 11.4 million people. Region 7 will continue routine testing for contaminants in drinking water. Region 7's EJ, CBEP, and Brownfields programs have helped to protect minority and low-income children. Despite significant reductions in blood lead levels over 15 years, lead poisoning remains a serious health risk for children in Region 7.

Major Challenges: We will deter noncompliance by utilizing our regional risk-based targeting strategy for targeting compliance assistance, incentives, inspections and enforcement with a focus on children's health, national priorities (NSR/PSD including power plants, Air Toxics, CWA Wet Weather including CSOs, SSOs, stormwater and CAFOs, SDWA Microbial rules, and Permit Evaders), regional priority areas (critical ecosystems, agriculture, and sensitive populations), core program priorities, environmental justice, and the most environmentally impaired and sensitive areas. We will look for cases where we can reduce the greatest number of pounds of pollution and for regulated entities who have made environmental management practice improvements. Region 7 will focus not only on correction of violations and remediation of environmental harm, but also on encouraging the violating parties to go beyond the minimum legal compliance requirements by developing supplementary environmental projects that eliminate or reduce pollutants

Strategy Highlights Region 7 enforcement and compliance assurance strategy will focus on Lead-based Paint, Combined Sewer Overflows, and Confined Animal Feeding Operations. Although preventable, lead poisoning remains a major childhood environmental disease. Nearly 1 million children in the United States have blood-lead levels high enough to result in irreversible neurological and other health damage. Because lead poisoning is a significant environmental and public health and compliance problem, Region 7 plans to work with other Federal agencies and show continuous improvement in the number of sensitive populations exposed to this toxic pollutant. Sewer overflows contain bacteria and other pathogens that cause illness and lead to other health problems. Region 7 will focus on CSOs to ensure that the wastewater is appropriately collected and treated, resulting in no raw sewage and industrial wastewater being released in the environment. With Agriculture being one of Region 7's priorities, we will continue to work with the states to implement a compliance and enforcement program to regulate runoff from Confined Animal Feeding Operations (CAFOs). We will inspect against the NPDES permit with an emphasis placed on compliance with Nutrient Management Plans.

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
Sub-Objective 5.1.1 Compliance Assistance - By 2008, prevent noncompliance or reduce environmental risks through EPA compliance assistance by achieving: a 5 percentage point increase in the percent of regulated entities that improve their understanding of environmental requirements, a 5 percent increase in the number of regulated entities that improve environmental management practices; and a 5 percentage point increase in the percent of regulated entities that reduce, treat, or eliminate pollution. (Baseline to be determined by 2005)						
1	Increase awareness of new regulations within the regulated community and improve the understanding of existing regulations		<ul style="list-style-type: none">• % of regulated entities that improve understanding of environmental requirements (Baseline determined by 2005)• % of regulated entities that improve environmental management practices (Baseline determined by 2005)• % of regulated entitles that reduce or eliminate pollution (Baseline determined by 2005)• # of workshops held• # of on-site visits conducted• # attending workshops• # of entities reached through direct mailings• # of presentations and audience reached• # of EMR’s conducted at FF• # of EMR workshops conducted	X	X	X
2	Foster Effective Partnerships with States regarding Compliance Assistance.		<ul style="list-style-type: none">• # of joint projects• # of states participating	X	X	X
Sub-Objective 5.1.2 Compliance Incentives - By 2008, identify and correct noncompliance and reduce environmental risks through a 5 percentage point increase in the percent of facilities that use EPA incentive policies to conduct environmental audits or other actions that reduce, treat, or eliminate pollution or improve environmental management practices (Baseline to be determined for 2005).						
1	Promote OECA’s compliance incentive policies to encourage the regulated community to voluntarily discover, disclose and correct violations before they are identified		<ul style="list-style-type: none">• # of facilities that use EPA’s incentive policies to conduct environmental audits• # of facilities that use EPA’s incentive policies to conduct environmental audits to reduce, treat, or eliminate pollution (Baseline to be determined by 2005)• # of facilities that use EPA’s incentive policies to conduct environmental audits to improve environmental management practices (Baseline to be determined by 2005)	X	X	X
2	Encourage the regulated community to use Agency policies on self-disclosure, small businesses, small communities, and supplemental environmental projects.		<ul style="list-style-type: none">• # of entities self-disclosing violation under the audit policy.• # of entities self-disclosing violations under the Small Business Compliance Policy (SBCP).• # of settled enforcement actions that include SEPs.	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE

Sub-Objective 5.1.3 Monitoring and Enforcement - By 2008, identify, correct, and deter noncompliance and reduce environmental risks through monitoring and enforcement by achieving: a 5 percent increase in complying actions taken during inspections; a 5 percentage point increase in the percent of enforcement actions requiring that pollutants be reduced, treated, or eliminated; and a 5 percentage point increase in the percent of enforcement actions requiring improvement of environmental management practices (Baseline to be determined for 2005).

1	Conduct appropriate compliance monitoring activities, including conducting compliance inspections and investigations, record reviews, targeting and responding to citizen complaints		<ul style="list-style-type: none"> • # of inspections and civil investigations conducted. • # of regulated entities taking complying actions during compliance inspections and evaluations • # of regulated entities taking complying actions as a result of compliance inspections and evaluations (Baseline to be determined by 2005) • % increase in complying actions taken during inspections (FY2006-08) • % increase in complying actions taken as a result of inspection (FY2006-08) 	X	X	X
2	Maintain a credible deterrent to noncompliance at all facilities		<ul style="list-style-type: none"> • # of administrative penalty orders. • # of compliance orders issued. • # of civil judicial referred. • # of civil judicial case concluded. • # of administrative penalty orders concluded. • # of pounds /tons of pollutants reduced as a result of enforcement actions settled • # of SEPs. • \$ value of SEPs • # of pounds of pollutants reduced as a result of SEPS (Baseline by 2005) • % increase in enforcement actions requiring pollutants be reduced, treated or eliminated (Baseline to be determined by 2005) • % of enforcement actions requiring improvement of environmental management practices (Baseline to be determined by 2005) 	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
3	Participation in national and regional enforcement initiatives and priorities.		<ul style="list-style-type: none"> • # of administrative penalty orders. • # of compliance orders issued. • # of civil judicial referred. • # of civil judicial case concluded. • # of administrative penalty orders concluded. • # of pounds /tons of pollutants reduced as a result of enforcement actions settled • # of SEPs. • \$ value of SEPs • # of pounds of pollutants reduced as a result of SEPS • % increase in enforcement actions requiring pollutants be reduced, treated or eliminated (Baseline to be determined by 2005) • % of enforcement actions requiring improvement of environmental management practices (Baseline to be determined by 2005) • # of inspections 	X	X	X
4	<p>Maintain effective partnerships.</p> <p>Work jointly with the States in identifying priorities for enforcement and compliance</p> <p>Provide State Inspector Training to ensure competency in all Region 7 states.</p>		<ul style="list-style-type: none"> • Number of joint inspections • Number of EPA training opportunities. • Number of state inspectors trained 	X	X	X
5	<p>Ensure the quality and accuracy of national data management and reporting systems.</p> <p>PCS, ICIS, AFS, RCRA Info, SDWIS,</p>		<ul style="list-style-type: none"> • Ensure accuracy of information reported on CCDS reports • Ensure accuracy of information reported on ICDS sheets • Ensure accuracy of information reported on CACCDs 			

Objective 5.2: Improve Environmental Performance through Pollution Prevention, Innovation, and Innovation

Current Status: Region 7 has already made significant progress in improving the environmental performance of governments, businesses and the public through our historical involvement in a wide variety of pollution prevention and waste reduction activities. Regional staff work with and through various partners by providing grant funding through the Pollution Prevention Incentives for States (PPIS) program and other innovative projects. Through our PPIS funding, Nebraska and Iowa have developed programs whereby university summer interns work directly with businesses to recommend pollution prevention solutions to environmental problems. These programs have been very successful, resulting in millions of dollars saved and significant reductions in hazardous and solid waste generated and electricity and water used. We also work through the family of voluntary members of the Partners for the Environment program. Many of these programs are well known, such as Waste Wise, Climate Wise, Design for the Environment, Energy Star, etc. Nationally, these programs result in billions of dollars saved, millions of tons of carbon dioxide reduced, billions of gallons of water saved, and trillions of BTUs of energy reduced. The region fully supports the new environmental management system (EMS) and National Environmental Performance Track programs. Region 7 currently has 15 facilities in Performance Track, with about 100 more facilities in the region known to have ISO 14001 or Responsible Care EMSs. These other EMS facilities can be expected to achieve improved environmental performance through their environmental policies, which endorse prevention of pollution and continual improvement. They are also potential Performance Track members, which will entail formal commitments for undertaking and reporting on environmental improvement projects. The region is also heavily involved in the Strategic Goals Program for metal finishers, and, in keeping with the agricultural nature of Region 7, is doing pioneer work in the area of agricultural EMSs. Region 7 NEPA Team will fulfill the regional statutory obligations under NEPA and Section 309 of the Clean Air Act.

Major Challenges: Being an agricultural region, non-point source contamination of waterways is a major problem which can be addressed in part through a pollution prevention approach. This not only pertains to crop land run-off of fertilizers, pesticides, and herbicides, but also to releases from the many confined animal feeding operations in the region. The region has already started working on a pilot project to develop an EMS for pork producers. Integration of pollution prevention into other media regulatory programs has historically been a problem, due as much to the entrenched stovepipe culture of the Agency as to the natural dissimilarity of regulatory and voluntary programs. The inclusion of specific pollution prevention requirements in the other goals of the strategic plan is appropriate and probably necessary to achieve the desired Agency targets. However, the statutory and regulatory basis for some media programs impedes the incorporation or substitution of pollution prevention or EMS alternatives, and the authority to craft alternative approaches to regulatory requirements may involve new legislation or rulemaking. Likewise, Agency enforcement policy (for instance, for supplemental environmental projects) may hinder the early adoption of good pollution prevention proposals due to restrictions on allowable expenditure-to-penalty ratios and allowable economic payback periods. The Agency could further its goals for pollution prevention by rethinking such policies. The NEPA program with current EPA emphasis on the identification and reduction of ecological risk and ecosystem management will use our review responsibilities as an opportunity to not only analyze ecological risk, but also to work with other agencies for the mitigation of those risks or the selection of alternatives which reduce risk. NEPA Team is part of the Region's Critical Ecosystems Team.

Strategy Highlights: Region 7 will work with our various partners to reduce water and energy use. We will support the use of EMS and Performance Track program. Our goal is to implement EMS's with federal facilities and foster effective partnerships. The EMS facilities will achieve improved environmental performance and along with the Performance Track facilities will report on environmental improvements.

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE

5.2.1 Pollution Prevention by Government and the Public - Through 2008, reduce pollution and improve environmental stewardship practices of all levels of government. Demonstrate how government agencies can serve as stewards of the environment and assist them in meeting their responsibilities under the National Environmental Policy Act (NEPA). Raise the public's awareness of actions it can take to prevent pollution.

1	Develop regional EMS as mandated by EO 13148 by 12/31/05.		<ul style="list-style-type: none"> Primary measure will be meeting time frames cited. 			
2	Develop Outreach Advocacy Program targeted to other Federal agencies with emphasis on EMS's.		<ul style="list-style-type: none"> % of entities reporting change or improvement of environmental management practices 			
3	Expand RCRA 6002* reviews to more items Emphasize RCRA 6002* as a compliance issue. *Federal Procurement - Recycled Materials		<ul style="list-style-type: none"> Integration of RCRA 6002 activities into routine program implementation. 			
4	Foster effective P2 partnerships with Federal facilities.		<ul style="list-style-type: none"> No. of federal facility improvement projects implemented (EMSs, EPP, recycling programs, etc.) 			
5	Review Environmental Impact Statements		<ul style="list-style-type: none"> 100% review accomplished within time constraints, ensuring compliance with environmental laws, regulations, and executive orders to include Environmental Justice, Children's Health and Farmland Policy Protection Act 	X	X	X
6	Participate in Inter-Agency Project Planning		<ul style="list-style-type: none"> Alternatives are developed which are less impacting to human health or natural environment Appropriate issues are identified for full analysis Streamline decision process for lead federal agency EPA technical and jurisdictional expertise provided to lead agency Appropriate mitigation is afforded to non-avoidable project impacts 	X	X	X
7	Provide input to Regional Critical Ecosystem		<ul style="list-style-type: none"> NEPA project database populates ENSV/DISO's "Project Tracker" application which provides information on federal investments in specific areas NEPA documents are geo-referenced, and made available to other programs. These documents provide information on past, present, and reasonably expected future conditions in a particular location. 	X	X	X
8	Develop NEPA documents for R7 Customers		<ul style="list-style-type: none"> EPA's proposed actions receive appropriate analysis in compliance with NEPA 	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
9	In conformance with EO 13101 (Section 102), the Regional Office will establish a program for - acquisition and use of environmentally preferred products and services - and goal for solid waste prevention, recycling or waste diversion to be achieved by 2005 and 2010 - a program for purchase of biobased products re-refined oil and retread tires		<ul style="list-style-type: none"> We will report to the Office of the Federal Environmental Executive on performance annually 			
10	In conformance with EO 13149, the Regional Office will establish programs to: - Reduce TRI releases and off site transfers of toxic chemicals for treatment and disposal by 10% annually or by 40% by 12/31/02. - Reduce use of selected toxic chemicals, hazardous substances, and pollutants by 50% by 12/31/06. - Develop a plan to phase out procurement of Class I ozone depleting substances by 12/30/10.		<ul style="list-style-type: none"> Report to the Office of Federal Environmental Executive on performance as requested 			
11	In conformance with EO 13123, the Regional Office and STP will reduce water consumption and associated energy use to meet the guidelines set forth by DOE		<ul style="list-style-type: none"> Report to the Office of Federal Environmental Executive on performance as requested 			
5.2.2 Prevent Pollution and Promote Environmental Stewardship by Business - Through 2008, reduce pollution and improve environmental stewardship practices in business operations by adopting more efficient, sustainable, and protective policies, practices, materials, and technologies.						
1	Develop Regional goals for promoting energy and water conservation and waste reduction with the Pollution Prevention Roundtable partners.		<ul style="list-style-type: none"> Completion of Regional work plan. Report on the reductions by industry in waste prevention, recycling, reuse and water and energy conservation annually. 	X		

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
2	Develop targeting Plans for TRI reductions.		<ul style="list-style-type: none"> • # of targeting plans developed or updated annually • # of facilities participating in Voluntary Programs for industry • Report on reductions in waste prevention, recycling, reuse and energy and water conservation achieved by targeted facilities 			
Sub-Objective 5.2.3 Business and Community Innovation - Through 2008, achieve measurably improved environmental performance through sector-based approaches, performance-based programs, and assistance to small business						
1	Develop Regional plan for implementation of OPEI Sector Initiative with emphasis on Regional priority sectors.		<ul style="list-style-type: none"> • By Sector addressed: • # of facilities recruited • Emission/discharge reductions achieved • Waste generation reductions achieved • Energy or water conserved 			
2	Conduct outreach and develop partnerships to provide technical assistance for the small business community		<ul style="list-style-type: none"> • Completion of Regional work plan. • # entities reached • # providers engaged 			
3	Region 7 will continue to support Performance Track, expand participation, and to incorporate strategic targets.		<ul style="list-style-type: none"> • Number of facilities that participate in NEPT. • # of NETP applications and annual reports reviewed • # of site visits conducted • Report on the waste reduced or recycled, waste and energy conserved, and environmental improvements achieved 			
4	Region 7 will continue to provide support for State P2 programs through P2 grants and other resources.		<ul style="list-style-type: none"> • No. of states with strong P2 and technical assistance programs • Facilities which receive P2 and/or technical assistance through state P2 programs • Report on the waste reduced or recycled, waste and energy conserved, and environmental improvements achieved. 			

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE

Sub-Objective 5.2.4 Environmental Policy Innovation - Through 2008, achieve measurably improved environmental and economic outcomes by testing, evaluating, and applying alternative approaches to environmental protection in states, companies, and communities. This work will be targeted at improving the cost effectiveness and efficiency for regulatory agencies as well as regulated entities.

1	Evaluate Regional innovations projects.		<ul style="list-style-type: none"> No. of projects which undergo formal evaluation. Achievement of built-in performance measures. 			
2	Based on scale-up proposals, Region 7 will implement significant systems changes as appropriate.		<ul style="list-style-type: none"> No. of significant system changes that result from innovations scale-ups. 			
3	As a result of evaluation process, Region 7 will propose scale-up of innovation projects as appropriate.		<ul style="list-style-type: none"> No. of innovations concepts or projects that are implemented on broader programmatic scale. 			
4	Implement innovations projects consistent with Region 7 Innovations commitments.		<ul style="list-style-type: none"> # of innovations projects consistent with Regional commitments. 			

Objective 5.3: Build Tribal Capacity .

Current Status:

Protection of tribal environmental health and resources are not only an elemental component of Region 7 EPA, but they are our trust and statutory responsibility to protect tribal resources through the implementation of strong and continuous environmental programs.. Currently, there are nine (9) federally recognized Indian nations within the contiguous states of Kansas, Nebraska, Iowa, and Missouri. The nine tribes occupy a land base approximately 420, 000 acres. Consistent with EPA's 1984 Indian Policy, the 1994 nine point Agency directive for greater programmatic, legal, financial and staff resources, and Executive Order 13175 on government-to-government relationship. Region 7 EPA, first and foremost, coordinates and consults with(8) of the nine tribal governments on a one-to-one basis as environmental issues arise unique to each tribal governments. In addition, The Regional Tribal Operations Committee (RTOC) advises R7 EPA on all environmental activities within the exterior boundaries of the reservations. EPA also coordinates with other appropriate federal agencies (i.e. IHS, BIA, HUD, FEMA, USDA, etc.), states, local governments, and tribal colleges in capacity building. Internally, EPA has a Regional Indian Work Group (RIWG) with a cross-media membership that responds to tribal environmental needs such as providing technical assistance in grant administration, environmental prioritization and assessment, training, etc.

Region 7 EPA, over the last decade has assisted 8 of the 9 tribes establish and staff tribal environmental offices funded through the General Assistants Program (GAP). These offices are continuing to expand as they develop internal administrative capacity. Tribal governments, through these tribal environmental offices, are now able to administer various environmental activities conducive to there unique environmental needs. Currently, EPA has 12 different Grant programs with Indian tribes in Region 7, these are Performance Partnership Grants (PPG), General Assistance Program (GAP), Solid Waste, Wetlands, Clean Water Act 106, Clean Air Act 103, Brownfields, Household Hazardous Waste, Lead outreach and Screening, Pesticides, Underground Storage Tanks (UST), and Radon. Some of the major accomplishments over the past decade include: 5 tribal drinking water facilities have been upgraded, closed illegal dumps for solid waste, established recycling programs, plugged abandoned drinking water wells, removed leaking underground storage tanks, tested for radon, streambeds have been stabilized, surface and ground water assessed and monitored and wetlands have been developed

Major Challenges:

Although Region 7 EPA has made tremendous progress in working with tribal governments build an environmental protection administration and partnership building, there are several priorities that still need to be addressed. An area that EPA will continue to work with tribal and state governments are Confined Animal Feeding Operations (CAFO). To this end, non-point source contamination of water pervades several reservations such as land run-off of pesticides, fertilizers, and herbicides from animal feedlots and crop land. Indian reservations in Region 7 are heavily checkerboarded and we will continue to encourage and work towards cooperative management of the environment within the exterior boundaries of the reservation. R7 EPA will also focus on priority areas such as water quality and solid waste management; replace, repair, and maintain drinking water facilities; inspect homes for lead based paint; permits for waste water dischargers; and encourage a cooperative tribal, state, federal intergovernmental relations.

In order to continue progress toward these objectives, the Agency must make a stronger commitment to provide continuous, dependable funding for tribal programs in the major media programs, including, but not limited to Clean Water Act, Clean Air Act, and Pesticide programs. In the absence of reliable funding, authorization of tribal programs cannot occur.

Strategy Highlights:

Region 7 will assist tribes in assessing the condition of their environment by helping build capacity to implement these programs.

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE

Objective 5.3 Build Tribal Capacity - Through 2008, assist all federally recognized tribes in assessing the condition of their environment, help in building their capacity to implement environmental programs where needed to improve tribal health and environments, and implement programs in Indian country where needed to address environmental issues

1	Develop EPA assessment on the state of tribal environmental conditions.		<ul style="list-style-type: none"> Report for each tribe on environmental data and conditions, and regulated facilities in detail. Produce a Comprehensive Annual Status Report for R7 Tribal Environmental Programs to reflect accomplishments cross media 		X	
2	Assist Tribes in setting environmental priorities, including program delegations that will be sought by R7 Indian nations.		<ul style="list-style-type: none"> Each tribe in R7 will be able to clearly state specific environmental program priorities for the fiscal period. 	X	X	X
3	CAA 103 authority supports investigations, assessments activities, studies for tribes to identify the nature of air quality on Indian reservations. Through 2003, 6 of the nine tribes will conduct air quality activities under section 103. CAA 105-none of the tribes in R7 receive 105 funding		<ul style="list-style-type: none"> R7 Air Grants will target limited resources in support of tribes with demonstrable air quality needs and able to fulfill intended performance capacity. It is anticipated that one of the tribes may move to section 105 support under the CAA within several years. 		X	
4	CWA 106-provide Section 106 grants to tribes for water quality planning and assessments.		<ul style="list-style-type: none"> Region 7 will provide grant assistance to tribes to conduct comprehensive, balanced, and technically sound water quality monitoring programs. 	X	X	X
5	Drinking Water Program - R7 will continue to provide resources to tribes in effectively managing their drinking water facilities. Provide resources through the tribal set-aside funds for infrastructure development.		<ul style="list-style-type: none"> Complete at least 2 sanitary surveys per year # of Certified Drinking Water Operators 	X	X	X
6	Provide technical assistance and training through media-specific courses, quarterly ROTC meetings and Annual Tribal Environmental Conference		<ul style="list-style-type: none"> R7 tribal environmental staff will attend media specific courses conducive to their specific programs. Training opportunities will be posted through, but not limited to EPA Trainex website, IAG's, Internal R7 EPA training, etc. On a case-by-case basis, EPA will provide a Tribal EPA Grants Training annually on GAP, PPG's (i.e. workplan requirements, budgets, report construction, etc.) 	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
7	R7 Workgroup for Tribal Consultation Guidance/Policy Development		<ul style="list-style-type: none"> R7 Development of office consultation procedures that will fully execute EO 13175. Define “Tribal Consultation” to include: implications, outreach, coordination, and actual dialogue with Tribal government leadership when Agency actions have an effect on tribal environmental quality. 	X	X	X
8	Tribal Program will coordinate and consult with R7 tribes in managing capacity building grants that provides training to tribes in developing integrated solid and hazardous waste management programs; close open dumps and assist in exploring alternative ways for trash disposal.		<ul style="list-style-type: none"> # of RCRA training to interested tribes Interagency grant management with BIA, IHS, and EPA Integrated Annual status/progress report to be submitted by both R7 Tribal and Solid Waste Program staff. 	X		X
9	<p>Improve Government-to-Government Relations with R7 Tribal Governments</p> <p>Encourage cooperative tribal/state/federal intergovernmental relations.</p> <p>Annual Indian Nation Leadership meetings with Region 7 Senior Managers</p> <p>Consultation Agreements</p> <p>Ensure that regional staff are trained in Working Effectively with Tribal Governments (WETG)</p>		<ul style="list-style-type: none"> Annual meeting held to assess EPA/Tribal Program implementation, progress, and weaknesses to strengthen partnership. EPA will hold stakeholder meetings to discuss tribal pesticide program development. Regional meetings held with individual Indian Nation Environmental Divisions Two (2) Tribal Environmental Plans/Agreements will be developed with Region 7 tribal environmental programs. 100% of Region 7 EPA staff that directly work with Tribal Governments will learn Tribal government structures, federal Indian policies, presidential directives related to Indian nations, and appreciate the cultural underpinnings of environmental management in Indian country. 	X	X	X
10	<p>Ensure regulatory decision making process includes Indian Nations in R7, fully execute Executive Order 13175 and other presidential directives</p> <p>Increase joint strategic planning capabilities</p>		<ul style="list-style-type: none"> # of Indian Nations trained in QA # of GAP cooperative agreements entered into # of PPAs entered into # of MOAs in place 	X	X	X

Act #	Strategic targets	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	CE
11	Continue to build Tribal capacity to conduct monitoring, assessments, enforcement, compliance and multimedia capability.		<ul style="list-style-type: none"> Regulations impacting Indian Country are reviewed by Indian Nations Regulatory review Consultation Agreements 100% of the federally recognized tribes in R7 have access to general multi-media capacity building funding as determined by the number of tribes receiving Indian General Assistance Program (GAP) funding. 			X
12	<p>The Tribal Information Management System will be established to access Baseline Assessment Project for environmental information on R7 Federally recognized Indian nations</p> <p>EPA R7 Tribal Program will develop a Region 7 website accessible by the general public</p> <p>Conduct outreach activity to maintain cooperative relationships</p>		<ul style="list-style-type: none"> Current topographical, natural resources, land status, environmental conditions, etc. will be identified and accessible by tribal environmental programs as well as EPA Tribes will have access to current Grant funding, training, and technical assistance opportunities EPA Tribal Program will work with Regional Tribal Colleges and renew MOA with Haskell Indian Nations University. Disseminate EPA Internship opportunities such as ECO, EIP, etc. 	X	X	X

Objective 5.4: Enhance Science and Research - Through 2008, strengthen the scientific evidence and research supporting environmental policies and decisions on compliance, pollution prevention, and environmental stewardship.

Activity #	Strategic Target	Link to other Objectives & Sub-Objectives	Results	Link to Regional Strategic Themes		
				AG	SP	EC
Sub-objective 5.4.1 Strengthening Science - By 2008, all (100 percent of) routine National Enforcement Investigations Center environmental measurements (field or laboratory) will be accredited by an internationally recognized third-party organization. (FY 2001 baseline: 30 areas of environmental data collection.)						
Sub-objective 5.4.2 Conducting Research - Conduct leading-edge, sound scientific research on pollution prevention, new technology development, socioeconomics, and decision making. By 2008 the products of this research will be independently recognized as providing critical and key evidence in informing Agency policies and decisions and solving problems for the Agency and its partners						
1	Follow the EPA developed Multi-Year Research Plans		<ul style="list-style-type: none">.# of research efforts that result in improved sustainable environmental system methodologies for watershed management models, evaluation of effective market-based incentive approaches, and efforts to make innovative technologies commercially available	X	X	X
2	Provide science-based support to the Tribes, per their request, using ORD.		<ul style="list-style-type: none"># of requests for science-based support from the Tribes			

REPORTABLE ENFORCEMENT ACTIVITIES

Activity	Significant environmental and public health and compliance problems	Using data to make strategic decisions for better utilization of resources	Using the appropriate tool to achieve the best outcome	Assessing the effectiveness of program activities to ensure continuous program improvement	Effectively communicating the outcomes to enhance program effectiveness	Ag	SP	EC
CSOs	gastrointestinal illness infectious disease toxicity to aquatic life	Data sheets that prioritize CSO communities for follow-up & prioritized enfc list	- Compliance Assistance - Incentives - Enforcement	Region is working w/OECA to establish CSO enfc goals & measures of continuous improvement.	Enforceable schedules to implement LTCPs or eliminate CSOs		X	X
Lead-Based Paint	-Risk of lead poisoning in sensitive populations (young children and pregnant women) -Lead hazard information isn't disseminated/disclosed	-CDC/State Health Dept Elevated Blood Lead Levels (EBLs) -Census Data on target housing, populations, and poverty levels -Compliance baseline information if do SVNCR Project	-Outreach -Enforcement -SEPs -Compliance/ Technical Outreach -Partnerships with other interested entities	-Trends in EBL data -SVNCR Project to measure compliance rate trends	-Utilize CCDS to show # units impacted by enforcement activities (if changes are made to CCDS to track this information) -Feedback to partners on program results -Internal Regional & National Calls, Meetings and Reports		X	

CAFOs	decreased oxygen levels which lead to adverse impacts on fish and other aquatic life. Human health impacts such as gastroenteritis & respiratory tract problems.	utilize permit data and D & B database to identify large facilities located in impaired watersheds.	compliance asst. enforcement SEPs	ratio of enfrc actions to inspections	utilize CCDS to show pollution prevented by enforcing compliance at CAFOs	X		
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CSOs - Sewer overflows contain bacteria and other pathogens that cause illness. SSOs occur in older sewer systems that collect both sanitary sewage and stormwater runoff in the same pipe. In periods of rainfall or snowmelt, the treatment plant and/or associated collection system may be unable to ensure that the wastewater is appropriately collected and treated, resulting in raw sewage and industrial wastewater being released into the environment. Region 7's combined sewer communities are implementing the Nine Minimum Controls (NMC) and Long Term Control Plan (LTCP). We will work with the states to incorporate CSO controls in all permits. We have reviewed the current status of all CSO communities and will place all combined sewer systems under an enforceable mechanism.

Lead-Base Paint - Region 7 has selected health and environmental risk factors of Sensitive Populations as a Region Priority. This priority includes the Lead-Based Paint program which significantly impact children's health. We will develop and implement innovative approaches to enforcement with a strong emphasis on enforcement of federal regulations, compliance assistance, outreach and supplemental environmental projects. We will inspect property management companies, real estate sales companies and large apartment complexes, and we will also focus on small landlords referred to us through our "Health Department Collaboration" project. We will expand our efforts to build collaborative partnerships with city and county health departments in areas that have been identified as high-risk for childhood lead poisoning. St. Louis, Missouri has been identified as one of the hot spots for lead poisoning in our Region. So our efforts will particularly focus on that hot spot and further development of our partnerships and in that area.

CAFOs - We will focus on large animal feeding operations especially dairies, poultry operations and large (integrated) hog operations. We will inspect against the NPDES permit with an emphasis placed on compliance with Nutrient Management Plans (where applicable). In states where nutrient management plans do not apply, the region will work with the state to assure that facilities are educated as to proper operation and management of the facility including appropriate timing of land application in order to prevent runoff. We will identify the most impaired water bodies and come up with a plan to improve the water quality in these areas. Impacts may not be readily apparent in watershed but CCDS will show reduction in pollutants and impact to stream.

Chapter III

Cross-Cutting Strategies

Region 7 plans to participate in all of the agency defined cross-cutting strategies (eg. homeland security, information, innovation, partnerships). For inclusion in the Regional Plan, we have identified specific regional activities and goals to support the Human Capital Strategy.

REGION 7'S Strategy for Human Capital

Region 7's *Strategy for Human Capital, Investing In Our People*, provides us with five goals to guide our efforts in creating opportunities for diversity, development, and enhancement of all individuals within EPA's organization and our State/Tribal Partners. Alignment of EPA's Strategic Goals and the Human Capital Goals is imperative to ensure the mission is successfully completed.

Through the lens of the Agency's Workforce Development Strategy focused on competencies defined in the Agency's Workforce Assessment Project (1999), continuous learning expectations are visible for the Agency's 5 Strategic Goals. It is imperative the Strategy for Human Capital and the Agency's Strategic Plan are totally aligned to create a global stage for high performance.

Expansion of our focus on workforce development, succession planning and diversity is evident by our accelerated participation in the EPA Intern Program, Federal Career Intern Program, and Student Career Program. Region 7's workforce enjoys the benefits of these new employees to freshen creativity and energize our Human Capital endeavors.

To ensure EPA employees, State and Tribal Partners, and communities within the four-state area possess the skills and best practices necessary to achieve maximum environmental results, we partner through interactive learning events, on-line opportunities and shared goals. Professional and personal growth is fundamental to utilizing true partnership skills to guide us toward success for all concerned.

The overall barriers for these expectations are categorized best as "personal discomfort" and "underdeveloped skills." We must leap over these barriers to guarantee us success in the future within our internal culture, and most importantly, with our State/Tribal Partners.

The following overview provides Region 7 insight on how we can implement and measure the organization's Strategy for Human Capital side-by-side with the Regional Plan activities focused on protecting Human Health and the Environment!

- **GOAL 1 – *Region 7 systems and organizational structures are well designed and work together to position and support employees in accomplishing the Agency's strategic goals.***
 - Ensure there are adequate numbers of staff and managers with critical skills and ability to carry out the mission.

- ✓ FY2004 – Review/analyze all vacant positions created by Buyout/Early out options to ensure FTE's are utilized efficiently.
 - ✓ FY2005 – Succession Plan is developed for all management positions to ensure positions can be filled proactively with efficiency and effectiveness.
 - Human Resource Professionals must have the competencies to assist and guide management to accomplish goals related to the Region 7 Human Capital initiatives.
 - ✓ FY2004 – All HR Professionals will complete the Human Resources Competency Development Wheel to ensure they possess the necessary consultant skills.
 - ✓ FY2005 – Management utilize HR Professionals to provide consulting services by contacting them in a proactive manner, not reactive.
 - Ensure all Region 7 planning, budgeting and management systems are aligned strategically and tactically to mutually achieve high performance.
 - ✓ FY2004 – Region 7 managers will be required to attend Financial Management "101" to ensure understanding from a regional perspective.
 - ✓ FY2005 – Region 7 managers demonstrate regional thinking as opposed to stovepipe approaches and solicit feedback through a 360 tool.
- GOAL 2 – *Region 7 attracts and retains a diverse and talented workforce.*
- Special Emphasis Program Managers (SEPMs) and the Human Resources Office will focus on recruitment that will provide diverse applicants .
 - ✓ FY2004 – Visit/recruit 10 minority college/universities nationwide to increase Region 7's percentages to the National Workforce Percentages where appropriate – Hispanic, Asian-American, and Targeted Disabilities.
 - ✓ FY2005 – Visit/recruit 15 minority college/universities nationwide to maintain percentages meeting National Workforce Percentages..
 - Provide learning opportunities and quality-of-life programs that will enhance workforce relationships and increase retainment levels.
 - ✓ FY2004 – Conduct Learning Needs Analysis annually to create Regional curriculum for Region 7, States and Tribal Partners.
 - ✓ FY2005 – Continue survey approach for learning needs, plus increase marketing/emphasis on quality-of-life areas using benchmark approach.
- GOAL 3 – *Region 7's employees are well developed and perform to their highest potential to support the our mission.*
- Ensure all employees/managers practice continuous learning through a variety of avenues – training, rotations, computer-based, on-the-job, coaching, etc.
 - ✓ FY2004 – All employees/managers demonstrate positive attitude toward self-development and enhancement of skills by creating an Individual Development Plan (IDP) to include participation in the Agency's Workforce Development Strategy (minimum 40 hour commitment).
 - ✓ FY2005 – All employees/managers revise IDP's to include using WDS and new approaches to ensure variety of methods is utilized and increased (60 hour commitment).
 - Develop methods to "capture" the knowledge that walks out the door when an employee retires or leaves the Agency for another job.
 - ✓ FY2004 – Managers ensure that all employees on their staff are cross-trained in at least one other area/function to provide continuity.

- ✓ FY2005 – Managers ensure cross-training approach continues by internal details within their staff (30-60 days) to enhance their skills for current and future positions.
- GOAL 4 – *Region 7 employees at all levels demonstrate innovation, creativity, a results focus, and risk-taking.*
 - Emphasize need and expectations for increased innovative and creative approaches, focus on end result, not just their portion, and a risk-taker mentality nurtured by management.
 - ✓ FY2004 – Managers who have not participated to date, must enroll in the Coaching for Managers Program and/or the Excellence in Supervision course to ensure the coaching role of managers is understood and can be practiced.
 - ✓ FY2005 – All employees must include an item on their IDP that includes a challenging responsibility out of their area that will provide them with an opportunity for risk-taking.
 - All Region 7 individuals would actively participate in learning opportunities to enhance self-confidence, teamwork, communication skills, and self-development avenues.
 - ✓ FY2004 – Managers/employees will attend a learning event in one of the above areas.
 - ✓ FY2005 – Managers will ensure employees are practicing these skills on a daily basis through one-on-one discussions, when appropriate, (positive/constructive feedback).
- GOAL 5 – *Teamwork and collaboration are routinely practiced with internal and external partners.*
 - Senior Staff will set the example for teamwork through more frequent open forums/interactions to provide visibility on how effective diverse perspectives are and speak to the value of communicating/listening internally and externally.
 - ✓ FY2004 – Schedule quarterly Senior Staff Open Forums to provide Q/A opportunities and information sharing for all participants.
 - ✓ FY2005 – Create opportunities for each member of Senior Staff to individually conduct a brown bag “discussion” in the Marketplace to provide neutral conditions for interaction on an audience-choice topic.
 - Each individual in Region 7 will strive to give/receive positive and constructive feedback to work more cohesively and eliminate the “stovepipe” mentality in dealing with environmental and organizational situations. This practice could provide growth opportunities focused on achieving the highest level of environmental results with our internal and external partners.
 - ✓ FY2004 – Managers/employees attend Feedback learning events and practice giving/receiving positive and constructive feedback at least monthly.
 - ✓ FY2005 – Continue feedback practices at all levels of the organization with quarterly reports at the Managers’ Meetings to discuss benefit and creative methods in creating a win-win situation with staff.



Summary View of Region 7's Strategy for Human Capital

EPA's Mission

To Protect Human Health and the Environment

EPA's Human Capital Vision

EPA has people with right skills, in the right place, at the right time to protect human health and the environment

Goal 1

Region 7 systems and organizational structures are well designed and work together to position and support employees in accomplishing the Agency's strategic goals.

Ensure there are adequate numbers of staff and managers with critical skills and ability to carry out the mission.

Human Resource Professionals must have the competencies to assist and guide management to accomplish goals related to the Region 7 Human Capital Initiatives.

Ensure all Region 7 planning, budgeting and management systems are aligned strategically and tactically to mutually achieve high performance.

Goal 2

Region 7 attracts and retains a diverse and talented workforce.

Special Emphasis Program Managers (SEPMs) and the Human Resources Office will focus on recruitment that will provide diverse applications.

Provide learning opportunities and quality-of-life programs that will enhance workforce relationships and increase retainment levels.

Goal 3

Region 7's employees are well developed and perform to their highest potential to support the our mission.

Ensure all employees/managers practice continuous learning through a variety of avenues – training, rotations, computer-based, on-the-job, coaching, etc.

Develop methods to “capture” the knowledge that walks out the door when an employee retires or leaves the Agency and another job.

Goal 4

Region 7 employees all levels demonstrate innovation, creativity, a results focus, and risk-taking.

Emphasize and expectations for increased innovative and creative approaches, focus on end result, not just their portion, and a risk-taker mentality nurtured by management.

All Region 7 individuals would actively participate in learning opportunities to enhance self-confidence, teamwork, communication skills, and self-development avenues.

Goal 5

Teamwork and collaboration are routinely practiced with internal and external partners.

Senior Staff will set the example for teamwork through more frequent open forums/interactions to provide visibility on how effective diverse perspectives are and speak to the value of communicating/listening internally and externally.

Each individual in Region 7 will strive to give/receive positive and constructive feedback to work more cohesively and eliminate the “stovepipe” mentality in dealing with environmental and organizational situations. This practice could provide growth opportunities focused on achieving the highest level of environmental results with our internal and external partners.

Chapter IV.

Regional Accountability

The Regional Plan is multi-year, (2004-2008) mirroring the EPA national strategic plan. The plan contains five Goals, 18 Objectives, 36 Sub-objectives, and 143 Activities.

We will implement this multi-year plan in increments. The first period will extend from October 1, 2003 to September 30, 2005. The first increment, while appearing to cover 24 months, is actually nearer to 18, due to the fact that it will be April 2004 before the plan is fully approved and operational.

In developing the targets and measures for this first period, each member of senior staff with responsibilities within each Goal has selected those activities deemed to be reasonable and essential for the first year (see attached Accountability Matrix). In essence, this becomes the basis for an annual operating plan, to be supplemented by the on-line commitment systems.

Mid-year Report

Those activities selected by management will be reported to the RA/DRA semi-annually. The first 6 month report will be only trends and exceptions. That is, the report will be on the direction of progress, or if a problem arises which could negatively impact achieving the Objective or Sub-objective, that fact will be reported. These written reports will be delivered at the summer EPA/State Directors meeting (July, 2004).

Year-end Report

The 12 month report will be directed at the selected measures of the planned outcomes/outputs. At the conclusion of the first year of the plan, the 12 month report will be a day-long event, held in the regional office hearing rooms, with each Goal and its attendant activities being scheduled throughout the day. The responsible senior manager and her/his staff will prepare and deliver year end reports on the accountable activities.

These reports will be drawn from such information as results from PPG Joint evaluations, the Region 7 Program Review Protocol, post-award monitoring activities, audits, grant reviews, etc. If appropriate and desirable, state and tribal partners with concomitant responsibilities can also be present to report on specific and general program progress. This report/meeting will be held within 90 days after the end of the fiscal year.

These meetings will be open to the regional staff, and to the general public who comprise our numerous stakeholders, ranging from state and tribal employees to community environmental organizations, to members of the regulated community, and the media. Transparency and accountability are to be the watch words.

Subsequent 12 month accountability sessions following a similar format may be rotated

among each of the four states in the region in succeeding years if possible and appropriate.

Twelve-month sessions will be followed by a management retreat (state and tribal representatives will be invited) wherein the results will be analyzed, and the multi-year plan will be adjusted accordingly. Where indicated, strategies may be changed or modified. Significant deviations will be reported to affected NPMs.

Chapter V

Partnerships With States and Tribes

The hallmark of the EPA/State/Tribal relationships in Region 7 is mid-western common sense. All parties recognize that the mission of protecting the environment and human health far exceeds the capacity and resources of all of us. To waste those resources on petty turf battles or political in-fighting would be improvident and lacking in the principles of stewardship and accountability.

This is not to say that all parties are always in agreement on all issues. Frequently we have different approaches to the same goals. But being reasonable people and maintaining open lines of communication permits us to disagree on strategy without diverging from our shared mission. The partnerships we have developed over the years go far beyond just the word. Substantive cooperation and collaboration are easily documented. We have formal written Partnership Agreements with all of our state Environmental Agencies and with all of our Agriculture Agencies. The current agreements have been developed to comply with the NEPPS. However, long before NEPPS we had State/EPA Agreements (SEAs) with each state. In addition, we have cordial and productive working relationships with our State Departments of Health.

There are also Tribal Environmental Agreements (TEA) with two of the Tribes in Region 7, and five Tribes have administrative Performance Partnership Grants (PPG). The unique legal status of American Indian tribes within the United States federal system creates a consultation process with tribal governments on a government-to-government basis. In developing the Regional Strategic Plan, Region 7 EPA, first and foremost, worked in partnership with tribal governments as issues arose unique to each tribal government. The Regional Tribal Operations Committee (RTOC), also meets on a quarterly basis with R7 EPA, not only to consult with, but also to coordinate environmental activities within the exterior boundaries of the Reservations. Internally, R7 EPA has Tribal Program staff working directly with tribal governments to ensure that the guiding principles in the consultation process are followed. The tribal program also work with the Regional Indian Workgroup(RIWG), which consists of cross-media membership to provide technical assistance in addressing tribal environmental priorities.

There is an extensive tradition of joint priority setting which made the full inclusion of states and tribes in the formation of this plan a rather uncomplicated exercise. Annual planning and priority setting meetings have been held at the senior and mid-management levels for over a decade. Such meetings, as well as multiple opportunities for review/comment have been provided in the preparation of this plan. At the end of FY 2005 states and tribes will be invited to participate in a review of plan accomplishments and an evaluation of the efficacy of existing strategies as they relate to progressing toward achieving our objectives (cf. Chapter IV, Accountability).

Collaboration is evident in the work-sharing arrangements depicted in the Region 7 PPAs. When states have requested assistance we have responded in the affirmative. Specifically, we have assisted in the UST and RCRA programs through work-sharing of inspections and permit writing. We have also detailed staff members and out-stationed them to work with various states in the development of SIPs and writing NPDES permits. States and Tribes have access to our web-based training schedules and frequently register to participate in EPA training. As a result, we have a state/EPA training committee that meets quarterly to discuss state training needs and learning opportunities. We have also sent interns and other staff on rotations and IPAs to work with state and local Departments of Environmental Quality. In reciprocation, we have provided learning opportunities for state and local government employees to work in the Regional Office. State laboratories have reciprocity arrangements with our Environmental Services Division and work particularly closely in matters of homeland security.

In summary, Region 7 State/Tribal/EPA relationships are mature, both in duration and department. They are marked by mutual respect, openness of communication, and the ability to deal constructively with contentious issues.